

INCITE SOLUTIONS GROUP

REFLECT RECONCILIATION ACTION PLAN

FEBRUARY 2023- FEBRUARY 2024





Aaron is an Aboriginal man from Central Australia born and raised on Waramungu Country with connections to Jawoyn Country, who now resides on Whadjuk Noongar country (Perth/ Boorloo). His father is renowned artist Jabaljarri. Over the years, Aaron has learnt the traditional ways of painting from his father and has adapted these styles to create digital pieces. Painting from a young age, his style has evolved using digitalised images, shapes and colours. Aaron is an accomplished visual artist with a passion for sharing his culture and stories through his art.



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



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

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

Karen Mundine

Chief Executive Officer
Reconciliation Australia





Message from our CEO

I am proud to share Incite Solutions Group's first RAP with customers and clients, the communities we work with and our employees.

Since our inception in 2014 we have been taking positive steps to build relationships with Aboriginal and Torres Strait Islander peoples in our local communities. This RAP builds on our work to date by creating an ambitious but sustainable plan that seeks to strengthen our relationships with Aboriginal and Torres Strait Islander peoples and communities.

I believe that it is the responsibility of each individual Australian to better understand our country's history and commit to making efforts to work alongside Aboriginal and Torres Strait Islander peoples to ensure equity and respect is achieved.

Incite Solutions Group recognises, respects, and welcomes diversity in all its forms, as we believe diversity is a source of strength and opportunity. We are committed to creating an inclusive and dynamic workplace that embraces and values differences. We value the variety of unique experiences, qualities, and characteristics our people possess, which is representative of the community we work within.

Our core values of People, Collaboration, Integrity and Solutions are at the absolute heart of all we do. As a result, we have an incredible group of people who make up our diverse team. However, we knew we could be more proactive in our reconciliation journey and as a result we are equally excited and committed to our first RAP. It was important this plan reflected the steps we wanted to take to make a positive difference to the communities and places in which we operate.

As an organisation, we are holding ourselves accountable for making meaningful progress towards reconciliation. Our Reflect RAP supports our organisational vision:

- Every person matters
- Each story is distinct
- Expert solutions get results

To deliver the actions in this plan, we will continue to work with our Aboriginal and Torres Strait Islander partners and communities to improve our understanding of the challenges being faced. Incite Solutions Group is making a commitment to:

- Raising the profile of important issues
- Being conscious of unconscious bias and attitudes that may influence our decisions
- Getting to know our local history
- Educating and empowering our staff
- Partnering with Aboriginal and Torres Strait Islander peoples businesses and not-for-profit organisations
- Developing meaningful reciprocal relationships with Aboriginal and Torres Strait Islander peoples in our communities
- Creating employment and opportunities for Aboriginal and Torres Strait Islander peoples
- Having a culturally safe place to work and ensure our services are culturally appropriate and inclusive.

We look forward to implementing our Reflect RAP which will guide our reconciliation journey.

We thank Reconciliation Australia and Blak Unicorn for their continued support in developing our Reflect RAP and specifically Aaron Sutton, the talented artist whose beautiful artwork features in our RAP.

Marisa Leccese

Chief Executive Officer
Incite Solutions Group



OUR BUSINESS



Incite Solutions Group (ISG) is a Perth-based workplace and psychosocial rehabilitation company focused on making a positive difference in people's lives. Founded by Claudia Di Lazzaro, Danielle Murphy and Marisa Leccese, we started our business on the land of the traditional Beeliar Noongar people in Cockburn in the August of 2014 and have since created outreach offices in Baldivis, Joondalup and the CBD/Subiaco. We specifically chose this location as it held significance for all three founders having lived and contributed to the Cockburn community for many years.

At Incite Solutions we understand we are in a position of being able to assist people when they may be at their most vulnerable – when dealing with physical or mental health issues. Our team members connect with our clients as they undertake their journey to recovery. It is our belief that to really connect with our clients, we must see each person as an individual with different needs, goals, and support communities therefore it is important we take a holistic approach to vocational and psychosocial rehabilitation, focussing on supporting the healing of the whole person.

At Incite Solutions, we work with clients who have sustained injuries through either workplace or motor vehicle accidents. We are also passionate about the work we do with ex-military personnel including younger veterans and their families in helping them recover, enhance their quality of life and transition into civilian life. Our veteran clients live predominately across Western Australia; however, we also offer remote servicing to clients across Australia and internationally.

Incite Solutions assist clients to improve their circumstances and achieve short, medium and long-term goals. It is important to us that we have the best team possible to deliver quality results for clients and customers. To achieve this, we employ multidisciplinary allied health consultants, experienced administrative staff, and corporate support Managers.

We have seen our team grow from 4 staff in 2014 to 35 in 2022 and hope to see our team grow in both number and diversity to meet the needs of the diverse community we serve.

We are conscious that whilst we do have experience in delivering services to Aboriginal and Torres Strait Islander clients, we do not currently have Aboriginal and/or Torres Strait Islander staff. We are a member of the Diversity Council of Australia and are committed to having a workforce that embraces inclusivity and our business strategies reflect this.



OUR RAP



Incite Solutions Group's vision is that every person matters, and each story is distinct, is at the core of who we are and what we do, Learning, sharing, understanding, and respecting our Aboriginal and Torres Strait Islander peoples, firmly aligns with this – creating our own reconciliation action plan is an important part in being able to achieve our vision.

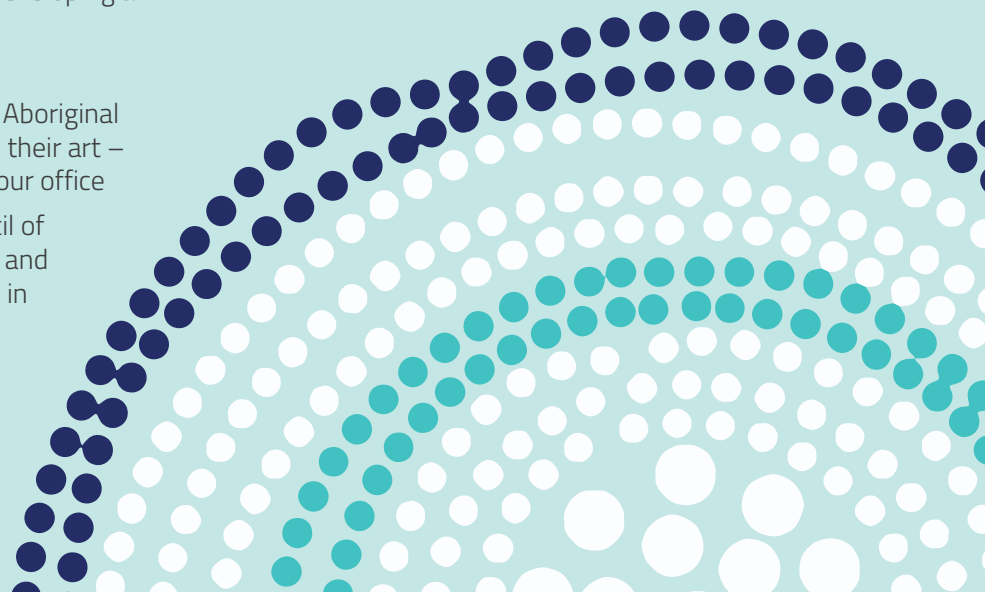
Embarking on a journey of formally creating and implementing our own RAP will enhance our value-based culture which has four pillars: People, Collaboration, Integrity, Solutions.

We want our RAP creation and implementation journey to be an authentic and genuine one with collaboration and learning being at its core. It is our intention to create an internal working group together with external Aboriginal and Torres Strait Islander peoples' advisors to create our Reflect RAP.

In 2020 we created a Diversity & Inclusion Representative role to assist us better understand the Aboriginal and Torres Strait Islander cultures to ensure we respect their histories whilst also delivering a culturally appropriate service. This enabled the actioning of several strategies including:

- D&I Rep attended a variety of education sessions with learnings shared with the leadership team
- introduced Acknowledgement of Country statements when we meet as a team based on the theme of our meetings i.e., not just a generic statement
- training session for our team in understanding culture in a general sense and how this interweaves with the history and impact on our Aboriginal and Torres Strait Islander Peoples since white settlement
- key staff have undertaken webinars on developing a RAP
- participation in NAIDOC week events
- participation in art events to learn about Aboriginal and Torres Strait Islander artists through their art – with several pieces proudly displayed in our office
- became members of the Diversity Council of Australia as part of our broader diversity and inclusion strategy which is also currently in development

Our RAP champion is the Executive Manager, Corporate Services who is a member of our senior leadership team. Their role is to help drive internal engagement and awareness of our RAP. The RAP champion acts as a conduit between the RAP Working Group and the Senior Leadership team. They demonstrate personal commitment to the key actions and deliverables required to meet our RAP commitments by actively promoting and being involved in key initiatives. The RAP champion also supports the RAP working group to clear any potential barriers to success.





OUR PARTNERSHIPS/CURRENT ACTIVITIES



Incite Solutions Group have regularly celebrated and participated in NAIDOC week and National Reconciliation Week by sharing information, resources and encouraging our team to participate in community-based activities. With the introduction of our RAP and the creation of a Working Group, this year we have increased our commitment to participating in local events including hosting a Sorry Day / Day of Healing event for our team to enable further education and learning. We have also recognised the significance of these important weeks through our social media and through recognition on our website and email signature blocks. In addition, our Cultural and Diversity representative attended information sessions to assist us better understand how to respectfully introduce the Acknowledgment of Country at all of our staff meetings and events. This was an important step for Incite Solutions as we wanted to ensure that each Acknowledgement of Country was delivered with integrity and demonstrated a genuine connection to the purpose of our gathering.

Incite Solutions is conscious that we provide rehabilitation services to Aboriginal and Torres Strait Islanders peoples and even though we always focus on delivering individualised services, it is important to us that we educate ourselves and develop stronger connections within our local community to ensure we better understand and respect Aboriginal and Torres Strait Islanders peoples culture so that we can truly deliver an inclusive service.

Staff have participated in cultural awareness training facilitated by Ron Bradfield of Yarns R Us and key staff have completed additional cultural awareness training and webinars to support staff knowledge and inform our practices in a culturally respectful way.

Incite Solutions business practices are guided by our values and as such we regularly purchase from small businesses that support their communities. As a result, we have purchased a variety of gifts for all our team (for NAIDOC Week and Christmas) from Aboriginal and Torres Strait Islanders peoples' businesses.

As part of our office fit out in 2020, our leadership team wanted to feature indigenous artwork in our reception. After ensuring our purchase would be through an ethical art gallery, we have a beautiful art piece that represents healing which we felt also connects with the services we provide. This commenced our journey of attending Aboriginal and Torres Strait Islanders peoples' art exhibitions and the addition of a number of artwork pieces displayed across our office.

Through our attendance of these art events, we were introduced to Self-Made Indigenous Corporation which has led us to partner with Blak Unicorn who are advising and supporting Incite Solutions with the development of our RAP and to provide cultural education. Our ongoing connection will ensure we actively implement our RAP actions.

Incite Solutions are committed to improving our connection with our local Aboriginal and Torres Strait Islander peoples in our community, as well as explore how we can support employment outcomes for Aboriginal and Torres Strait Islander peoples.

We are proud members of Diversity Council Australia. DCA conduct important research on the challenges faced by Aboriginal and Torres Strait Islander peoples and how organisations can create a more diverse and inclusive workplace for Aboriginal and Torres Strait Islander peoples. We have actively participated in training and utilised resources to further our understanding and develop our RAP.



RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	▪ Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	February 2023	People, Capability & Employee Experience Manager
	▪ Research and identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	March 2023	Cultural and Diversity Representative
	▪ Create and manage an Aboriginal and Torres Strait Islander stakeholder list that is regularly updated with individuals and organisations within operational areas or sphere of influence.	March 2023	Cultural and Diversity Representative
	▪ Develop communications plan to identify key Aboriginal and Torres Strait Islander stakeholders and document progress/outcomes to track engagement	May 2023	Senior Rehabilitation Consultant
	▪ Establish working relationships with Aboriginal and Torres Strait Islander specialist consultancies or businesses and provide quarterly reporting to Senior Leadership Team	May 2023 August 2023 November 2023 February 2024	Chief Executive Officer
	▪ Develop a plan to establish relationships with Aboriginal and Torres Strait Islander student centres at local universities	July 2023	Team Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	▪ Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023	Senior Rehabilitation Consultant
	▪ Include NRW material on business branding such as email signatures to promote awareness with clients and customers receiving emails.	May 2023	IT Support Officer
	▪ RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2023	Chief Executive Officer
	▪ 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	Chief Executive Officer



RELATIONSHIPS (cont.)

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Promote reconciliation through our sphere of influence.	▪ Communicate our commitment to reconciliation to all staff.	May 2023	People, Capability & Employee Experience Manager
	▪ Identify external stakeholders and other like-minded organisations that our organisation can engage with on our reconciliation journey.	Feb 2023	Team Manager
	▪ Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	Feb 2023	Team Manager
	▪ Create dedicated page on website with RAP information.	April 2023	People, Capability & Employee Experience Manager
4. Promote positive race relations through anti-discrimination strategies.	▪ Research best practice and policies in areas of race relations and anti-discrimination.	March 2023	People, Capability & Employee Experience Manager
	▪ Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	March 2023	People, Capability & Employee Experience Manager



RESPECT

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.	March 2023	People, Capability & Employee Experience Manager
	▪ Have staff complete cultural survey at beginning of Reflect RAP, and again at end of Reflect RAP	February 2023 February 2024	People, Capability & Employee Experience Manager
	▪ Conduct a review of cultural learning needs within our organisation.	March 2023	People, Capability & Employee Experience Manager
	▪ Promote Diversity Council Australia membership, reconciliation education and resources to staff	November 2023	People, Capability & Employee Experience Manager
6. Demonstrate respect to Aboriginal and 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.	April 2023	Cultural and Diversity Representative
	▪ With consultation from local Traditional Owners, seek opportunities to embed, celebrate and educate staff about traditional language within the Office e.g.: naming of interview / Board rooms e.g., Noongar seasons after consultation with local Aboriginal and/or Torres Strait Islander people	October 2023	Chief Executive Officer
	▪ Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	April 2023	Cultural and Diversity Representative
	▪ Incorporate cultural protocols, including Acknowledgement of Country and Welcome to Country protocols into all team and organisational meetings and events	Feb 2023	Cultural and Diversity Representative
	▪ Organise Welcome to Country for RAP Launch	February 2024	Cultural and Diversity Representative
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	▪ Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2023	Senior Rehabilitation Consultant
	▪ Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2023	Senior Rehabilitation Consultant
	▪ Review and document local external events, City of Cockburn etc and encourage staff to attend, ensure event information is distributed to all staff and allowances/staffing plans can be made to allow staff to attend	June 2023	Senior Rehabilitation Consultant
	▪ RAP Working Group to participate in an external NAIDOC Week event.	First week of July 2023	Senior Rehabilitation Consultant



OPPORTUNITIES

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation. 	June 2023	People, Capability & Employee Experience Manager
	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities through staff survey. 	February 2023	People, Capability & Employee Experience Manager
	<ul style="list-style-type: none"> Develop relationships with universities such as Curtin University to create internship/student placement opportunities for Aboriginal and Torres Strait Islander students. 	September 2023	Team Manager
	<ul style="list-style-type: none"> Include inclusivity statement on all job advertisements and on our website to encourage Aboriginal and Torres Strait Islander peoples to apply for vacant positions. 	February 2023	People, Capability & Employee Experience Manager
	<ul style="list-style-type: none"> Include question on job application questionnaire to ask if applicants identify as an Aboriginal and/or Torres Strait Islander person. 	February 2023	People, Capability & Employee Experience Manager
	<ul style="list-style-type: none"> Review current HR policies to ensure they are inclusive and support strategy to increase employment opportunities for Aboriginal and Torres Strait Islander peoples. 	June 2023	People, Capability & Employee Experience Manager
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses. 	March 2023	Executive Manager, Corporate Services
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	April 2023	Executive Manager, Corporate Services
	<ul style="list-style-type: none"> Develop a procurement policy which includes specific terms around procurement products or services from Aboriginal and Torres Strait Islander owned businesses 	February 2023	Executive Manager, Corporate Services
	<ul style="list-style-type: none"> Identify opportunities to procure products or services from Aboriginal and Torres Strait Islander owned businesses. Capture in supplier spreadsheet. 	September 2023	Executive Manager, Corporate Services
	<ul style="list-style-type: none"> Commit to engaging with 100 per cent-owned Aboriginal and Torres Strait Islander suppliers wherever possible and encourage existing suppliers to support our commitment to the RAP. 	October 2023	Executive Manager, Corporate Services
	<ul style="list-style-type: none"> Identify opportunities to partner with NFP Aboriginal and Torres Strait Islander organisations who are aligned to our business, Corporate Social Responsibility and Diversity & Inclusion strategy 	October 2023	Senior Rehabilitation Consultant
	<ul style="list-style-type: none"> Identify opportunities to support Self Made Aboriginal and Torres Strait Islander Corporation programs 	November 2023	Team Manager
	<ul style="list-style-type: none"> Identify other NFP's Self Made Aboriginal and Torres Strait Islander Corporation recommend 	November 2023	Team Manager
	<ul style="list-style-type: none"> Incorporate NFP activities into our annual calendar of events to support NFP Aboriginal and Torres Strait Islander businesses 	December 2023	Senior Rehabilitation Consultant



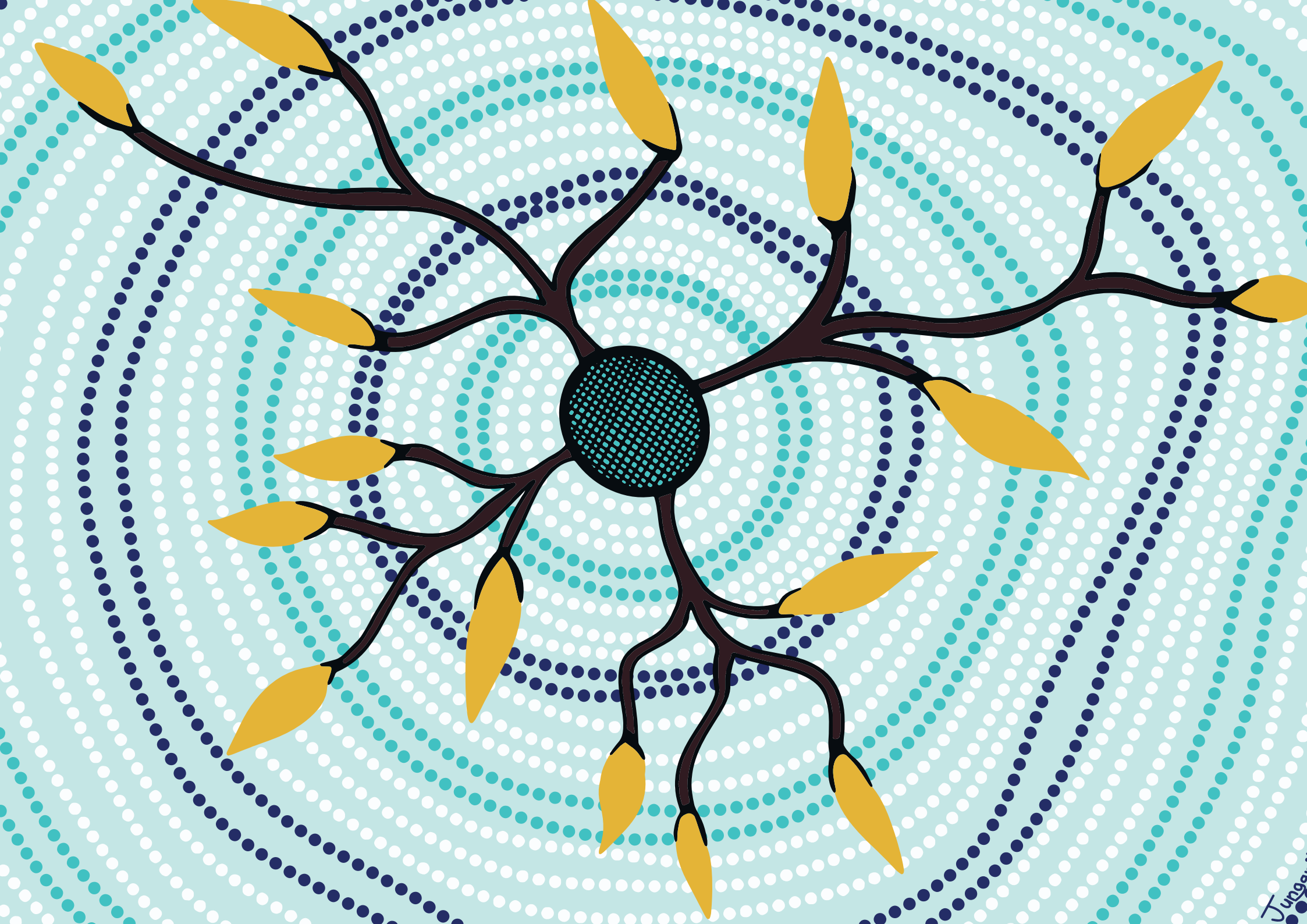
GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	▪ Form a RWG to govern RAP implementation	February 2023	Senior Leadership Team
	▪ Hold a minimum of four RWG meetings annually to monitor and report on RAP progress and implementation	February 2023 May 2023 August 2023 Nov 2023 Feb 2024	People, Capability & Employee Experience Manager
	▪ Draft a Terms of Reference for the RWG.	February 2023	People, Capability & Employee Experience Manager
	▪ Establish Aboriginal and Torres Strait Islander representation on the RWG.	April 2023	Chief Executive Officer
11. Provide appropriate support for effective implementation of RAP commitments.	▪ Define resource needs for RAP implementation.	February 2023	People, Capability & Employee Experience Manager
	▪ Ensure financial resources are budgeted for and supported by the Senior Leadership Team (SLT)	February 2023	Chief Executive Officer
	▪ Engage senior leaders and our team in the delivery of RAP commitments.	March 2023	People, Capability & Employee Experience Manager
	▪ Maintain a senior leader to champion our RAP internally.	February 2023	Chief Executive Officer
	▪ Define appropriate systems and capability to track, measure and report on RAP commitments.	Quarterly from February 2023	People, Capability & Employee Experience Manager



GOVERNANCE (cont.)

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
12. 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 2023	People, Capability & Employee Experience Manager
	▪ Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August 2023	People, Capability & Employee Experience Manager
	▪ Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, 2023	People, Capability & Employee Experience Manager
	▪ Table key strategies and recommendations as quarterly Senior Leadership Team agenda items to facilitate the active implementation and ongoing commitment of our RAP	February 2023 May 2023 August 2023 Nov 2023	Chief Executive Officer
	▪ Report progress of RAP in Quarterly Director Updates	February 2023 May 2023 August 2023 Nov 2023	Chief Executive Officer
13. Continue our reconciliation journey by developing our next RAP.	▪ Register via Reconciliation Australia's website to begin developing our next RAP.	November 2023	Cultural and Diversity Representative





THE STORY OF THE ARTWORK

The story of the artwork displays bush medicine (Native Bush Banana). The whole plant from fruit to roots is used in various healing ways. At the core of the plant is Incite Solutions Group heart and home which represents our staff, with branches depicting the various ways that Incite Solutions Group and the team help make a difference interacting with our clients and community. In the background is a ripple of circles and dots which symbolises that not everyone's journey is the same and our team is focused on their individual health and wellbeing to create a ripple effect of change.

CONTACT

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