



APRIL 2026
- APRIL 2028

Melba Support Services Innovate Reconciliation Action Plan



Statement from CEO of Reconciliation Australia

Reconciliation Australia commends Melba Support Services on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Melba Support Services to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Melba Support Services will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also

empowering and enabling staff to contribute to this process, as well.

With over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Melba Support Services is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Melba Support Services' readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Melba Support Services on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



The artwork

Gerard Black (Artist) Worimi

Title: Watja Bambi (Light the Fire)

The artwork tells the story of Melba embarking upon their journeys with understanding, embracing and celebrating a deep connection to First Nations culture, sustainability, and inclusive nature. The vibrant colors and intricate patterns represent the diversity and uniqueness of each individual within the Melba community.

At the center of the artwork, we see a powerful symbol of Mother Earth, the fire of the beginning of creativity surrounded by people sitting together and a star above each person representing every person has a unique spirit and connection to the dreaming this also symbolising our interconnectedness with the land, water, and sky. The swirling patterns surrounding the symbol represent the continuous cycle of life and how we can impact the future with our positive energy and actions it also shows the importance of sustainability in all our actions and choices, the water flowing through the meeting place and people is a representation of life, how if we embrace the beauty of water in our lives, for example the way water easily adapts and flows with its surroundings with a gentle and steady approach, but it also has a great energy and power to create change and even forge its own path creating new life and endless opportunities.

The artwork also depicts a diverse group of people, representing the inclusive nature of Melba Disability Services. Each person is portrayed with respect, dignity, and equality, highlighting the core values of the organization.



The artwork celebrates the individuality and strengths of each person, emphasizing the personalized and self-directed approach that Melba takes in supporting individuals to live a fabulous life.

Through this artwork, I wanted to convey that every person is valued, heard, and empowered to make choices that shape their own lives. The artwork serves as a visual representation of the deep connection between First Nations culture, communities, and the values of that Melba embraces.

Artist bio: Gerard Black

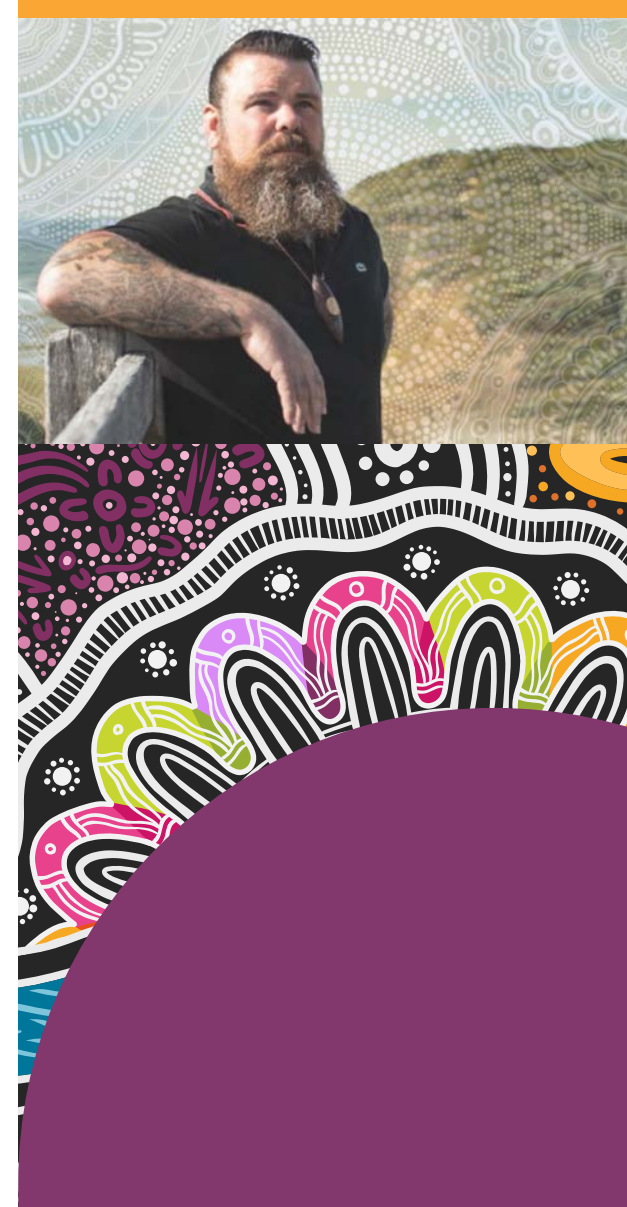
Gerard Black is a proud Worimi Man. After a 10 year career as a tattoo artist Gerard is now focusing on his painting, drawing and digital art.

His work reflects his Indigenous background, storytelling and his love of nature and draws on his strong design background from tattooing to produce a unique style of art. This together connects ancient Indigenous art with modern design and medium, bringing them together into the future, creating a new modern style promoting reconciliation and connection.

Gerard's work establishes a link between landscapes, reality and the spirit within, as Gerard often uses actual topographic maps as the basis for his artwork. He uses the physical colours, shapes and landmarks as a jumping off point. He then uses ancient designs and patterns to symbolise the different aspects of his art, tap into his Indigenous heritage with designs, shapes, colours and themes.

Every single work of art that Gerard produces has a story connecting the art to a specific place, area or theme, every stroke has meaning, nothing is random.

Gerard Black has worked with Rip Curl, Adobe (Adobe Ambassador), The Australian Open (Marriott Bonvoy), The NRL Newcastle Knights, NSW EPA and National Parks and won the Koorie Heritage Trust Koorie Art Show 2 consecutive years for 2021 and 2022 People's Choice Award – to mention just a few recent career highlights of this emerging yet already highly accomplished Artist.



Our vision for reconciliation

Melba Support Services (Melba) is pleased to deliver our Innovate Reconciliation Action Plan (RAP). Our Reflect RAP started meaningful conversations internally and externally, setting us on a journey of reconciliation. It's time to continue that journey and work closely with Aboriginal and Torres Strait Islander Peoples and organisations to nurture relationships of trust and respect, truly listening to people. We will be led by Aboriginal and Torres Strait Islander Peoples to create equal opportunities to further Close the Gap.

Our vision for reconciliation is that all Aboriginal and Torres Strait Islander Peoples with disability have the knowledge and resources to access support and actively participate in all parts of life, according to their own choices.

As a disability service provider, we will be accountable for delivering our vision through clear actions and outcomes. We are committed to getting this right. We will achieve our vision through embedding understandings, approaches and relationships into everyday life at Melba. This commitment is crucial to solid partnerships and furthering reconciliation.



Our organisation

Melba is one of Victoria's leading disability service providers. We are a not for profit organisation and an NDIS registered provider, supporting more than 900 people with disability. Our services include support at home and in the community, one to one support, respite, recreation, lifestyle and community programs.

For over 50 years (since 1972), Melba has stood beside Victorians with disability, championing choice, dignity, and dreams; supporting people to dream big, embrace life and go after what they want. Our purpose is to open up a world of opportunities for people to live a fabulous life.

We employ approximately 1500 people, with the vast majority being highly skilled support workers. We also have office based employees across the state.

We currently support 11 people, and have seven employees, who identify as Aboriginal and Torres Strait Islander Peoples of Australia.

Our commitment extends beyond the present moment. We are resolute in our dedication to cultivating trust and mutual respect that will create greater codesign opportunities with Aboriginal and Torres Strait Islander Peoples, should they choose to work with us.

Our Innovate RAP engages our 1500 employees in actions contributing to the reconciliation journey, but our sphere of influence extends beyond our employee team. Melba influences a wide network of internal stakeholders, including the more than 900 people we support, their families, friends and natural support networks.

Melba works across Victoria, primarily in five regions: metropolitan Melbourne and the outer eastern suburbs, Central Highlands and Wimmera, Gippsland, the Southern region (including the Mornington Peninsula) and the Western region. Our office locations include Ballarat, Cheltenham, Horsham, Lilydale and Morwell. We provide a range of home, living and community supports across the state.

We recognise the many nations, lands, waters and skies of Aboriginal and Torres Strait Islander Peoples throughout Victoria and acknowledge that our workplaces are located on these lands and that our services are delivered on Country.

Our external stakeholders include local councils and community organisations in and around the areas where we work. We form strong relationships with housing providers, local arts and music groups, aged care providers, neighbourhood houses, local disability service providers, schools, support coordinators, recreational centres and community groups.

We work closely with State and Federal Government agencies, including the National Disability Insurance Agency, the Victorian Department of Families, Fairness and Housing, and local governments across Victoria through the Municipal Association of Victoria.

We engage regularly with peak bodies, including National Disability Services, The Victorian Aboriginal Child and Community Agency, ADHD Australia and the Municipal Association of Victoria.



Melba's sphere of influence



- INTERNAL STAKEHOLDERS
- KEY EXTERNAL STAKEHOLDERS
- ABORIGINAL AND TORRES STRAIT ISLANDER ORGANISATIONS AND NETWORKS
- OTHER INFLUENCED ORGANISATIONS

* Local councils across Victoria including: metropolitan Melbourne and the outer eastern suburbs, East and West Gippsland, Mornington Peninsula, Central Highlands and Wimmera regions. Partners include Yarra Ranges Council and the City of Ballarat.

Our RAP

At Melba, we are deeply committed to establishing and nurturing a workforce that embodies diversity, equity and inclusion. An integral part of this commitment is developing a comprehensive plan to engage effectively with all Aboriginal and Torres Strait Islander Peoples. We aim to build and sustain respectful relationships, foster trust, provide opportunities for employment and work in partnership to provide appropriate disability support services.

We are pleased to note the release of the NDIS Aboriginal and Torres Strait Islander Strategy 2025 – 2030. The strategy establishes clear priorities and a roadmap for change to ensure the NDIS creates improved outcomes for all Aboriginal and Torres Strait Islander Peoples with disability. This strategy is an important part of getting the NDIS back on track to ensure it delivers on its original vision, promised to all Aboriginal and Torres Strait Islander Peoples with disability. Importantly, the strategy also delivers on a key NDIA commitment under the National Agreement on Closing the Gap.

At Melba, our Innovate RAP outlines how we can pilot and deliver disability support services that are culturally sensitive and tailored to the unique needs of all Aboriginal and Torres Strait Islander Peoples. This RAP represents Melba's overarching vision for reconciliation on a national scale. Our vision is that all Aboriginal and Torres Strait Islander Peoples with disability have the knowledge and resources to access support and actively participate in all parts of life, according to their own choices.

RAP Working Group

Our RAP Working Group (RWG) includes the following:

- > Aboriginal Connections, Liaison and Awareness Officer (Co-Chair)
- > Chief Human Rights and Practice Innovation Officer
- > Communications Manager
- > Executive Assistant
- > General Counsel
- > General Manager, Specialist Projects
- > Innovation Lead (Co-Chair)
- > Melba Board member
- > Talent Acquisition Manager.

Our RWG is now led by Tim White, a proud Wiradjuri man, Melba House Supervisor and Aboriginal Connections, Liaison and Awareness Officer and Kate Taylor, Melba's Innovation Lead.

Our RAP

Tim started in the part time role of Aboriginal Connections, Liaison and Awareness Officer in 2024 in part as a response to challenges and deep understanding of the pathway forward toward reconciliation. In this role, Tim provides support, education and guidance to all members of the Melba community, he also delivers cultural awareness training to Melba employees. Tim currently splits his time between both of his Melba roles, the Aboriginal Connections, Liaison and Awareness Officer role will increase over the course of our Innovate RAP.

The RWG provide regular progress updates directly to the Melba Leadership Team and Melba Board. All activities outlined in our RAP Action Plan is assigned to a member of Melba's Executive Leadership Team to drive and champion engagement at all levels of Melba.

Melba is committed to increasing Aboriginal and Torres Strait Islander representation on the RWG by identifying and removing barriers to participation and supporting the recruitment of new members.

Through the RWG, we provide regular progress updates directly to our Leadership team and the Melba Board.

Our strategy for the Innovate RAP places a strong emphasis on continued engagement with Aboriginal and Torres Strait Islander stakeholders, agencies and organisations that work in the same regions as Melba. We will continue to seek their invaluable guidance and advice, initially on the NDIS Aboriginal and Torres Strait Islander Strategy 2025–2030.

NDIS First Nations Strategy 2025 – 2030

The NDIS First Nations Strategy has strong potential to improve outcomes by centring the voices of Aboriginal and Torres Strait Islander Peoples with disability, their families and support networks. It recognises that cultural safety is not optional, but essential, and represents best practice for everyone. The strategy delivers on commitments under the National Agreement on Closing the Gap, responds to the findings of the Disability Royal Commission and the Independent Review of the NDIS, supports Australia's Disability Strategy and the Closing the Gap Disability Sector Strengthening Plan, and upholds the principles of the United Nations Convention on the Rights of Persons with Disabilities.

Melba's alignment with the NDIS First Nations Strategy is an important step in our journey to making disability services more equitable, community centred and culturally safe. We are committed to advancing systemic change and working in genuine partnership with Aboriginal and Torres Strait Islander Peoples to improve outcomes for people with disability, their families, communities and advocates. This commitment will be embedded across our organisation, supported by ongoing employee awareness and engagement in our reconciliation journey.

Partnership principles

- > Melba will work with Aboriginal and Torres Strait Islander organisations towards mutually developed and agreed goals, with a clear understanding of what success looks like. Together, we will create a vision and work towards achieving it.
- > All partnerships will be built on trust – we must be willing to trust each other and encourage this by being open and honest.
- > We will be resilient – we must be prepared to learn from experiences when things are not as effective as planned and strive for improvement.
- > The development of our Innovate RAP reflects our readiness to embark on the next phase of our collective reconciliation journey.

Closing the Gap Targets

Melba contributes to Closing the Gap by embedding targeted, practical actions that reflect the priorities of Aboriginal and Torres Strait Islander Peoples with disability. By building and sustaining relationships with Aboriginal and Torres Strait Islander organisations across all five regions where we operate, we support formal partnerships, shared decision making and the strengthening of the community controlled sector.

Our commitment to cultural learning, antidiscrimination and employee education helps create culturally safe environments that support improved wellbeing and employment outcomes. Through inclusive recruitment and workforce development, we contribute to greater economic participation, alongside procurement approaches that support Aboriginal and Torres Strait Islander businesses.

Participation in National Reconciliation Week and NAIDOC Week, together with the consistent observance of cultural protocols, supports cultural identity and strengthens understanding across our organisation and broader community.



Challenges and learnings

Melba faced several challenges implementing our previous Reflect RAP:

- > We operate in a rapidly evolving sector facing extremely tough conditions, the desperately needed reforms to the NDIS demand significant attention and resources. This creates occasions of competing priorities and leadership availability.
- > Establishing meaningful relationships with Aboriginal and Torres Strait Islander organisations also requires time, trust and cultural understanding, particularly in regions where these connections are still emerging.
- > Melba's broad geographical footprint across Victoria adds a layer of complexity to employee engagement. Ensuring consistent delivery, engagement, awareness and participation in reconciliation initiatives across metropolitan, regional, and rural sites provides an opportunity for further development.
- > Some employees have limited exposure to Aboriginal and Torres Strait Islander Peoples and their cultures, making targeted education and communication essential.

Melba remains committed to making reconciliation part of our culture and service delivery, recognising that sustained effort and collaboration are key to achieving long term impact.

Our Innovate RAP, we will use learnings from our Reflect RAP to adapt our approaches and practices as follows:

- > We will work closely with Reconciliation Victoria as we establish meaningful relationships with Aboriginal and Torres Strait Islander organisations across Victoria.
- > We will identify, and collaborate with, Aboriginal and Torres Strait Islander consultants/advisors to develop pathways to grow the number of Aboriginal and Torres Strait Islander Peoples supported and employed by Melba.
- > We will grow the RWG to include more members who identify as Aboriginal and Torres Strait Islander Peoples, which will broaden our perspective.



Since our Reflect RAP, we have:

- > Starting providing cultural experiences and cultural training for employees and conducted a review of Melba's cultural learning needs.
- > Increased and improved the quality of our involvement in National Reconciliation Week and NAIDOC Week. Melba hosted events at Cheltenham and Ballarat offices that brought people together to listen, learn and engage. These events included Welcome to Country ceremonies led by Aboriginal and Torres Strait Islander Elders, setting the tone for a week of reflection and appreciation.
- > In Ballarat, we organised a traditional Smoking Ceremony performed by the Wadawurrung Traditional Owners Aboriginal Corporation, an experience that allowed us to connect with traditions and deepen our understanding of the land.
- > In Cheltenham, we invited a Bunurong representative Elder to conduct a Welcome to Country and to share some reflections from his life and his view on reconciliation, resulting in a deeper understanding and a moving experience.
- > Attended the Walk for Truth where our CEO, Executive Leadership Team members and RWG members walked the last leg of the Walk to the steps of Parliament House in Melbourne (Woiwurrung Country), supporting truth telling of the history of Victoria.
- > Enhanced employee awareness, appreciation and acknowledgement of the rich cultures, histories, knowledge and rights of Aboriginal and Torres Strait Islander Peoples and communities through cultural education, events and learning.
- > Increased employee understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country.
- > Continued our relationship with Worawa Aboriginal College in Healesville, Victoria. We extended this relationship, offering student placement for two students over four weeks.
- > Connected and built trust as we established relationships with the Victorian Aboriginal Child and Community Agency and families to provide support with children's respite..
- > Delivered anti-racism training to Melba employees that is ongoing.



RELATIONSHIPS

Building strong relationships with Aboriginal and Torres Strait Islander Peoples is essential as we support people with disability to live their life, their way. Everything we do is grounded in human rights and values based leadership, which means fostering genuine connections, mutual respect, and inclusive communities.

Connecting people, whether through support services, community partnerships, or cultural learning, is central to our approach. Sharing experiences across cultures enriches our understanding and strengthens our ability to deliver person led, culturally safe support. These relationships also enhance governance, ensuring our decisions reflect diverse perspectives and uphold dignity and equity.

With a broad geographical footprint, Melba recognises the importance of local engagement. We are committed to establishing partnerships with Aboriginal and Torres Strait Islander organisations in each region we operate, and to creating opportunities for employees to learn, reflect, and participate in reconciliation. These relationships are the foundation to building trust, improving outcomes, and contributing meaningfully to reconciliation.

Alignment with Melba's strategic pillars

Best in class experience for the person supported

Melba Way aligned practice and culture for today and tomorrow

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. 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. We have identified Aboriginal and Torres Strait Islander stakeholder groups in all five regions where we operate: Central Highlands and Wimmera Gippsland, Melbourne, the Southern and Western regions.	June 2026	> Chief of Home Living and Community Services
	> Develop and implement an engagement plan starting with a minimum of two Aboriginal and Torres Strait Islander stakeholders or organisations and expand further as more partnerships are developed.	December 2026	> Chief of Home Living and Community Services
2. Build relationships through celebrating National Reconciliation Week (NRW).	> Circulate Reconciliation Australia's NRW resources and reconciliation materials to the Melba community.	Annually April	> CEO
	> RWG members to participate in an external NRW event, sharing back to the group and organisation.	27 May – 3 June (Annually)	RWG Co-Chairs: > Aboriginal Connections, Liaison and Awareness Officer > Innovation Lead

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> > Encourage and support the Melba community to participate in at least one external event to recognise and celebrate NRW. 	27 May – 3 June	<ul style="list-style-type: none"> > Chief Executive Officer
	<ul style="list-style-type: none"> > Organise and facilitate at least one NRW event each year. 	(Annually)	<ul style="list-style-type: none"> > Chief Executive Officer
	<ul style="list-style-type: none"> > Register all our NRW events on Reconciliation Australia's NRW website. 	Annually May	RWG Co-Chairs: <ul style="list-style-type: none"> > Aboriginal Connections, Liaison and Awareness Officer
3. Promote reconciliation through our sphere of influence (see table above for sphere of influence).	<ul style="list-style-type: none"> > Create awareness of reconciliation across our workforce in the annual employee engagement strategy. To be achieved via Capabilities Development Cultural Training schedule. 	Annually August	<ul style="list-style-type: none"> > Chief Employee Experience Officer
	<ul style="list-style-type: none"> > Communicate our commitment to reconciliation publicly. 	Annually June	<ul style="list-style-type: none"> > Chief Executive Officer
	<ul style="list-style-type: none"> > Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. 	March 2027	<ul style="list-style-type: none"> > Chief Executive Officer > Chief of Home Living and Community Services
	<ul style="list-style-type: none"> > Collaborate with RAP organisations and other likeminded organisations to develop innovative approaches to advance reconciliation. 	December 2026	RWG Co-Chairs: <ul style="list-style-type: none"> > Aboriginal Connections, Liaison and Awareness Officer > Innovation Lead
4. Advance racial equity through anti discrimination strategies	<ul style="list-style-type: none"> > Conduct a review of HR policies to ensure we have procedures to identify existing anti-discrimination provisions, and future needs. 	June 2027	<ul style="list-style-type: none"> > Chief Employee Experience Officer
	<ul style="list-style-type: none"> > Develop, implement, and communicate an anti-discrimination policy for Melba.. 	August 2027	<ul style="list-style-type: none"> > Chief Employee Experience Officer
	<ul style="list-style-type: none"> > Engage with Aboriginal and Torres Strait Islander employees and/or Aboriginal and Torres Strait Islander advisors to consult on our antidiscrimination policy. 	September 2027	<ul style="list-style-type: none"> > Chief Employee Experience Officer
	<ul style="list-style-type: none"> > Educate Melba senior leaders and managers on the effects of racism. 	August 2027	<ul style="list-style-type: none"> > Chief Executive Officer
5. Conduct research and advocacy in the social services sector regarding the NDIS First Nations Strategy 2025 – 2030. (Unique action)	<ul style="list-style-type: none"> > Consult with Aboriginal and Torres Strait Islander advisors and Traditional Owners about the strategy, how this shapes our service delivery and how it can be leveraged for greater impact. 	June 2026	<ul style="list-style-type: none"> > Chief of Home Living and Community Services
	<ul style="list-style-type: none"> > Collaborate with other likeminded organisations on understanding the strategy, alignment and ways to leverage 	December 2026	<ul style="list-style-type: none"> > Chief of Home Living and Community Services



RESPECT

Respecting Aboriginal and Torres Strait Islander Peoples' cultures, histories, knowledge and rights is essential to improving outcomes for people with disability. At Melba, this means building cultural capability across our workforce, strengthening relationships with Aboriginal and Torres Strait Islander stakeholders and organisations, and embedding these partnerships as core business across all five regions where we operate.

Through cultural learning, participation in NAIDOC Week, and ongoing engagement with Aboriginal and Torres Strait Islander Peoples, we are strengthening understanding across the Melba community. This approach supports culturally safe practice and positions us to better respond to the needs and aspirations of Aboriginal and Torres Strait Islander Peoples with disability, their families and communities.

Alignment with Melba's strategic pillars

Best in class experience for the person supported

Melba Way aligned practice and culture for today and tomorrow

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander Peoples cultures, histories, knowledge and rights through cultural learning.	> Conduct a review of cultural learning needs within our organisation.	June 2027	> Chief of Human Rights & Practice Innovation Officer > Aboriginal Connections, Liaison and Awareness Officer
	> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	October 2027	> Aboriginal Connections, Liaison and Awareness Officer
	> Develop, implement, and communicate a cultural learning strategy for our employees.	January 2028	> Chief Home Living and Community Services Officer
	> Provide opportunities for RWG members, HR managers and key leadership employees to participate in formal and structured cultural learning.	October 2027 March 2028	> Chief Executive Officer
7. Demonstrate respect to Aboriginal and Torres Strait Islander Peoples by observing cultural protocols.	> Increase employee understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country, through communications and annual cultural training.	Annually June	> Aboriginal Connections, Liaison and Awareness Officer
	> Develop, implement and communicate a cultural protocol document, including for Welcome to Country and Acknowledgement of Country.	May 2026	> Chief Executive Officer

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> > Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. 	Annually June	<ul style="list-style-type: none"> > Chief Executive Officer
	<ul style="list-style-type: none"> > Include an Acknowledgement of Country or other appropriate protocols at the commencement of meetings. 	May 2026	<ul style="list-style-type: none"> > Chief Executive Officer > Chief of Home Living and Community Services Officer
8. Build respect for Aboriginal and Torres Strait Islander Peoples cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> > RWG members to participate in an external NAIDOC Week event and share learnings across Melba. 	5 – 12 July 2026 4 – 11 July 2027	<ul style="list-style-type: none"> > RWG Co-Chairs: > Aboriginal Connections, Liaison and Awareness Officer > Innovation Lead
	<ul style="list-style-type: none"> > Promote and encourage members of the Melba community to participate in external NAIDOC Week events. 		<ul style="list-style-type: none"> > Chief Executive Officer
	<ul style="list-style-type: none"> > Review HR policies and procedures to identify and remove barriers to employees participating in NAIDOC Week. 	May 2026	<ul style="list-style-type: none"> > Chief Employee Experience Officer



OPPORTUNITIES

Creating meaningful opportunities for Aboriginal and Torres Strait Islander Peoples, organisations and communities is central to how Melba delivers inclusive, person led supports. Increasing cultural, social and economic equity is essential to achieving our vision for reconciliation and to delivering services and building a workplace that reflect the communities we work alongside. Ensuring equitable access to employment, systems and decision making processes strengthens our organisational capability and supports improved outcomes for Aboriginal and Torres Strait Islander Peoples with disability.

We acknowledge past shortcomings in recruiting and retaining Aboriginal and Torres Strait Islander employees and will work towards improving employment outcomes through more culturally safe recruitment practices, stronger retention strategies and targeted professional development. By supporting career pathways and leadership development, we aim to build a workforce that is more representative, culturally informed and equipped to deliver responsive and respectful services.

We are also strengthening our approach to procurement by embedding engagement with Aboriginal and Torres Strait Islander businesses and developing long term commercial relationships with Aboriginal and Torres Strait Islander suppliers. Through our procurement and employment practices, Melba will use its purchasing power to support sustainable economic growth and Aboriginal and Torres Strait Islander business development.

Alignment with Melba's strategic pillars

Melba is an employer of choice

Streamlined and reliable operations, services and support

Contemporary and innovative services and solutions

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Improve employment outcomes by improving Aboriginal and Torres Strait Islander Peoples recruitment, retention, and professional development.	> Build understanding of the experience and needs of Aboriginal and Torres Strait Islander employees to lead future employment and professional development opportunities.	May 2026	> Chief Employee Experience Officer
	> Consult with Aboriginal and Torres Strait Islander employees on our recruitment, retention and professional development strategy.	June 2026	> Chief Employee Experience Officer
	> Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	September 2026	> Chief Employee Experience Officer
	> Ensure employment opportunities are effectively reaching Aboriginal and Torres Strait Islander stakeholders.	September 2026	> Chief Employee Experience Officer

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> > Review HR and recruitment procedures and policies to identify and remove workplace participation barriers to Aboriginal and Torres Strait Islander employees. 	September 2026	<ul style="list-style-type: none"> > Chief Employee Experience Officer
10. Increase Aboriginal and Torres Strait Islander supplier participation in procurement activities to support improved economic and social outcomes.	<ul style="list-style-type: none"> > Develop and implement an Aboriginal and Torres Strait Islander procurement strategy. 	May 2026 Review May 2027	<ul style="list-style-type: none"> > Chief Financial Officer
	<ul style="list-style-type: none"> > Review Melba's procurement policies and procedures to identify and remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	June 2026	<ul style="list-style-type: none"> > Chief Financial Officer
	<ul style="list-style-type: none"> > Develop and promote opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses. 	October 2026 Review Oct 2027	<ul style="list-style-type: none"> > Chief Financial Officer
	<ul style="list-style-type: none"> > Develop commercial relationships with Aboriginal and Torres Strait Islander businesses. 	September 2026 Review September 2026	<ul style="list-style-type: none"> > Chief Financial Officer
	<ul style="list-style-type: none"> > Investigate Supply Nation membership. 	May 2026	<ul style="list-style-type: none"> > Chief Financial Officer



GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. Establish and maintain an effective RWG to drive governance of the RAP.	> Maintain Aboriginal and Torres Strait Islander representation on the RWG.	May 2026	RWG Co-Chairs: <ul style="list-style-type: none"> > Aboriginal Connections, Liaison and Awareness Officer > Innovation Lead
	> Review and maintain Terms of Reference for the RWG.	Annually May	Aboriginal Connections Liaison and Awareness Officer
	> RWG to meet at least four times per year (quarterly) to drive and monitor RAP implementation.	Quarterly April July October December (annually)	RWG Co-Chairs: <ul style="list-style-type: none"> > Aboriginal Connections, Liaison and Awareness Officer > Innovation Lead
12. Provide appropriate support for effective implementation of RAP commitments.	> Define resource needs for RAP implementation.	May 2026	RWG Co-Chairs: <ul style="list-style-type: none"> > Aboriginal Connections, Liaison and Awareness Officer > Innovation Lead
	> Engage with relevant leaders on the delivery of RAP commitments.	Annually May	Aboriginal Connections Liaison and Awareness Officer
	> Appoint a senior leader to champion our RAP internally.	May 2026	Chief Executive Officer
	> Define appropriate systems and capability to track, measure and report on RAP commitments.	May 2026	RWG Co-Chairs: <ul style="list-style-type: none"> > Aboriginal Connections, Liaison and Awareness Officer > Innovation Lead

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	> Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	Annually 30 September	> Aboriginal Connections Liaison and Awareness Officer
	> Report RAP progress to Melba community quarterly.	Quarterly February May August November (annually)	> Aboriginal Connections Liaison and Awareness Officer
	> Investigate participation in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2026 Review 2028	> Aboriginal Connections Liaison and Awareness Officer
	> Publicly report our RAP achievements, challenges and learnings annually.	Annually 30 September	RWG Co-Chairs: > Aboriginal Connections, Liaison and Awareness Officer > Innovation Lead
	> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	1 March 2028	RWG Co-Chairs: > Aboriginal Connections, Liaison and Awareness Officer > Innovation Lead
14. Continue our reconciliation journey by developing our next RAP.	> Register via Reconciliation Australia's website to begin developing our next RAP.	January 2028	> Aboriginal Connections Liaison and Awareness Officer

RAP questions or queries:

Name: Timothy White

Position: Aboriginal Connections, Liaison and Awareness Officer

Phone: 0438 318 300

Email: aboriginalconnections@melbasupport.com.au



**RECONCILIATION
ACTION PLAN**

REFLECT



melba
support services

