



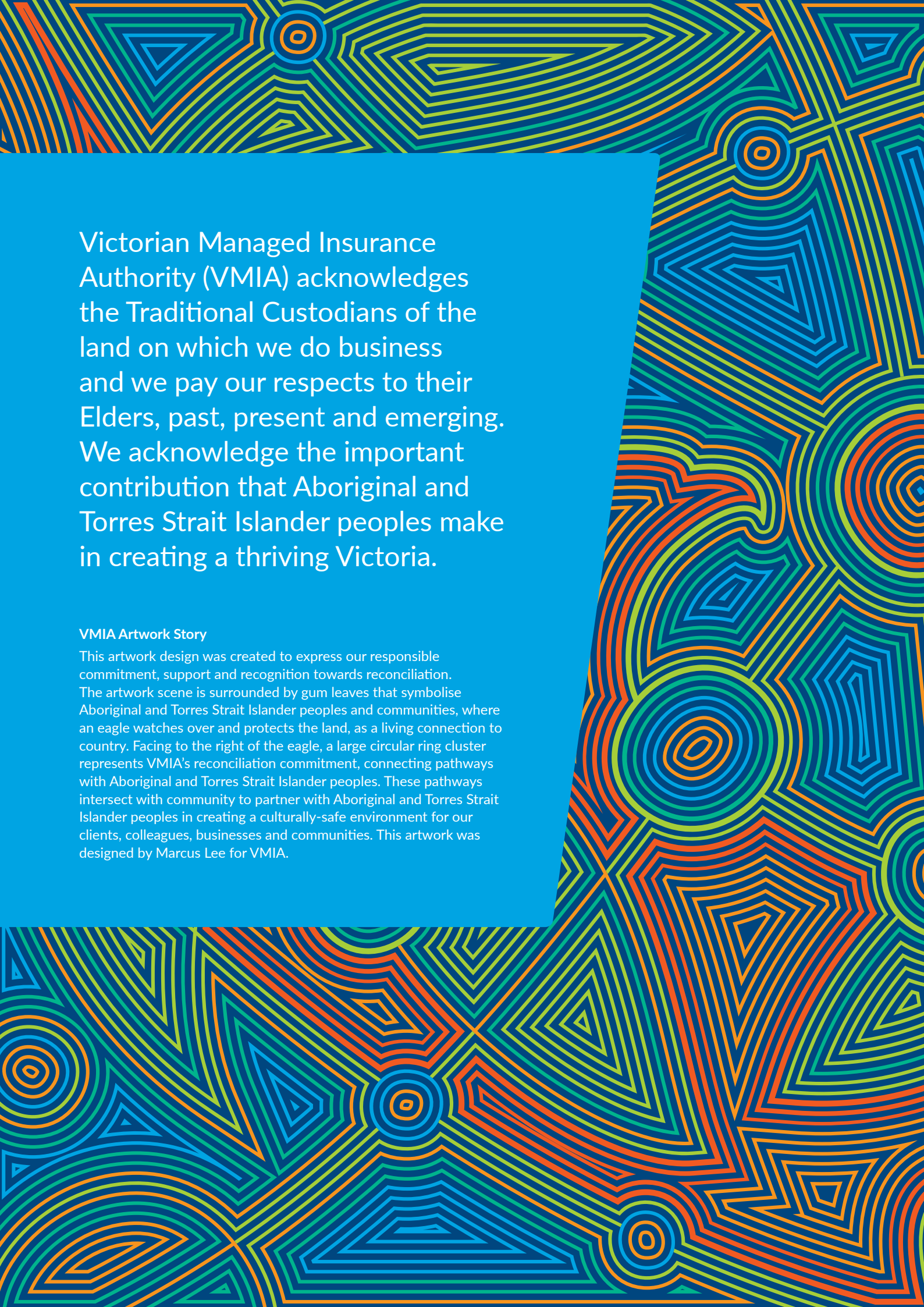
Reflect Reconciliation Action Plan

June 2019 to June 2020



RECONCILIATION
ACTION PLAN

REFLECT



Victorian Managed Insurance Authority (VMIA) acknowledges the Traditional Custodians of the land on which we do business and we pay our respects to their Elders, past, present and emerging. We acknowledge the important contribution that Aboriginal and Torres Strait Islander peoples make in creating a thriving Victoria.

VMIA Artwork Story

This artwork design was created to express our responsible commitment, support and recognition towards reconciliation. The artwork scene is surrounded by gum leaves that symbolise Aboriginal and Torres Strait Islander peoples and communities, where an eagle watches over and protects the land, as a living connection to country. Facing to the right of the eagle, a large circular ring cluster represents VMIA's reconciliation commitment, connecting pathways with Aboriginal and Torres Strait Islander peoples. These pathways intersect with community to partner with Aboriginal and Torres Strait Islander peoples in creating a culturally-safe environment for our clients, colleagues, businesses and communities. This artwork was designed by Marcus Lee for VMIA.

CEO's Message



VMIA is the Victorian Government's insurer and risk adviser. Our clients range from multibillion-dollar government departments, emergency services, hospitals, and iconic cultural institutions to smaller, community sector organisations, many of whom support Aboriginal communities across Victoria.

Our clients are driven to make a meaningful impact on the life of every Victorian. We share this ambition.

Through the development of our first Reconciliation Action Plan (RAP), we hope to demonstrate our role in supporting and recognising Aboriginal and Torres Strait Islander peoples. A public commitment is a first step towards an ongoing contribution to reconciliation, where we will work towards supporting equality between Aboriginal and Torres Strait Islander peoples and the broader Victorian community.

This Reflect RAP marks the start of our journey.

In our RAP we commit to building cultural awareness and understanding about Aboriginal and Torres Strait Islander peoples, histories and cultures among our employees. We focus on fostering relationships with community members through conversations and engagement about the services we deliver. We will explore economic and social opportunities for Aboriginal and Torres Strait Islander communities and individuals through the services we procure. And we will regularly measure and evaluate our progress to better ensure that our organisation has a positive impact and engages with Australia's First Peoples in a meaningful way.

We are committed to the ongoing review of our RAP, with the aim to progressively increase our impact on reconciliation and achieve greater equality and social outcomes for all Aboriginal and Torres Strait Islander peoples.

- Colin Radford

Disclaimer: Use of the terms Koori, Koorie, Indigenous, Aboriginal, Torres Strait Islander are retained in the names of programs and initiatives, and unless otherwise noted, are inclusive of both Aboriginal and Torres Strait Islander peoples in our RAP.

Our Business

VMIA is the Victorian Government's insurer and risk adviser. Our people have told us they're driven by our purpose to build a confident, resilient Victoria, through world leading harm prevention and recovery. That's because the work we do helps protect the services and spaces that are so important to all Victorians.

We have 4,600 clients, ranging from government departments and agencies to our emergency services, hospitals, public transport, iconic cultural institutions and community organisations.

As innovators, we reframe risk to understand what must go right to prevent harm. We place clients at the centre of everything we do and play a key role as a trusted adviser, strategic enabler, risk navigator, thought leader and network builder.

We currently have more than 200 people working with us, and we reside at 161 Collins Street, Melbourne VIC 3000.

We recognise our role in promoting the inclusion of Aboriginal and Torres Strait Islander peoples through our Reconciliation Action Plan and will continue to actively promote and demonstrate diversity and inclusion as part of our culture and our practices. Each year we conduct an annual survey where we ask our people to identify as an Aboriginal and/or Torres Strait Islander person. We also ask any new members joining the organisation to identify. Currently, none of our people have formally identified as an Aboriginal and/or Torres Strait Islander person.



The Mission Songs Project - Performing at the event signalling the official start of VMIA's Reconciliation Action Plan process, December 2018.

Our RAP

VMIA acknowledges and respects Aboriginal and Torres Strait Islander peoples as First Australians. We value and celebrate the uniqueness of knowledges, cultures, histories and languages that have been created and shared for thousands of years.

Our vision is to build a strong sense of belonging in an inclusive VMIA that works respectfully with Aboriginal and Torres Strait Islander employees, organisations and communities in continuing to build a confident and resilient Victoria.

We help shape the future by understanding our past, acknowledging the present and preparing for our future. In the spirit of reconciliation, Aboriginal, Torres Strait Islander and broader community contributions are integral to the achievement of all our organisational values:

- Helping Victorians Thrive
- Curious and Connected
- Meaningful Interactions
- Shared Successes

With our RAP, VMIA is in an important position to begin contributing to reconciliation by exploring mutually-beneficial relationships and undertaking consultation with community and client representatives to understand current experiences with our services, and how we can continue to build relationships in times to come.

Creating an inclusive and diverse workforce is central to our cultural ambition and is a part of what will make our organisation exceptional. Each of our people has unique strengths and experiences, and brings diversity of thought. To deliver our promise to build a confident, resilient Victoria through world-leading harm prevention and recovery, we commit to embracing difference and the value this brings.

Our RAP supports our diversity and inclusion commitment by building on a culture of mutually-respectful relationships, demonstrating understanding and respect for Aboriginal and Torres Strait Islander peoples' cultures. Our RAP aims to create improved opportunities for Aboriginal and Torres Strait Islander peoples within our organisation and organisations we partner with, as well as ensuring we are actively respecting and integrating the cultural difference of our clients.

To achieve VMIA's purpose of a confident and resilient Victoria we will actively contribute to reconciliation. Our RAP reflects our collective and individual responsibility to partner with Aboriginal and Torres Strait Islander peoples in creating a culturally safe environment for our clients, colleagues, businesses and communities.



1. We will be culturally conscious, curious and connected, and have meaningful interactions to heighten engagement with Aboriginal and Torres Strait Islander communities.
2. We will develop relationships with Aboriginal and Torres Strait Islander community-controlled organisations, stakeholders and communities to increase our knowledge and influence.
3. We will create positive, culturally-safe and accessible environments and spaces for all Aboriginal and Torres Strait Islander people who encounter VMIA.
4. We will work in partnership with Aboriginal and Torres Strait Islander communities and organisations to build an inclusive environment that creates opportunities for growth and development, capability, employment, education and procurement.
5. We will work towards providing culturally specific services for our Aboriginal and Torres Strait Islander clients' cultural needs by improving our understanding and levels of engagement. Adjustments to our services will be reflected in our policies and engagement practices.

Our RAP was developed by a voluntary RAP Working Group, with members spanning all areas within VMIA, headed by a member of the Executive and championed by People and Culture. Current membership of the RAP Working Group:

RAP Working Group Sponsor:

Andrew Davies, Chief Insurance Officer

RAP Working Group Lead:

Casey McIndoe, Organisational Development Business Partner - People and Culture

RAP Working Group:

Member	Title	Department
Cat Strawa	Risk Officer	Risk Services
Fiona Nielsen	Senior Risk Adviser	Risk Services
Frieda Esquelin	General Counsel and Company Secretary	Office of the CEO
Grace Tennant	Graduate	People & Culture
Jack Petrie	Portfolio Manager	Insurance Services
Jessica Pethick	Project Coordinator	Domestic Building Insurance
Kerriane Dalton	Team Leader, CAT	Risk Services
Kristin Jakobsen	Executive Assistant	Insurance Services
Mahvash Rehman	Client Service Coordinator	Risk Services
Mowen Lee	Senior Risk Adviser	Risk Services
Nathan Lane	Claims Specialist	Insurance Services
Nuzha Wazeer	Project Coordinator	Corporate Services
Poppy Economakos	Senior Risk Adviser	Risk Services
Rachel Lennon	Insights Business Analyst	Insurance Services
Sarah McPherson	Head of Claims	Insurance Services
Shanaaz Mutaliph	Risk Officer	Risk Services

The Working Group has undertaken educational experiences to better understand the reconciliation movement and has overtly committed to actively participate in implementing the actions in our Reflect RAP (June 2019 to June 2020), to champion reconciliation across the organisation.

The Working Group immersed itself in Aboriginal and Torres Strait Islander Cultural Awareness Training delivered by the Victorian Koorie Heritage Trust, which saw members gain a better understanding of Aboriginal and Torres Strait Islander history and culture in Victoria, and the current societal issues experienced by Aboriginal and Torres Strait Islander peoples, organisations and communities.

We engaged Aboriginal consultant, Karen Milward, to lead the RAP Working Group discussions to ensure we develop culturally appropriate mechanisms to support the needs, ideas and opportunities identified by Aboriginal and Torres Strait Islander peoples and their communities. The RAP Working Group collaboratively participated in a two-day design workshop led by Karen, which saw the creation of our reconciliation vision and development of key commitments within our RAP.

The Working Group has also immersed itself in storytelling to design the artwork represented in our RAP, creating a greater sense of connection with Aboriginal and Torres Strait Islander histories. The storytelling focussed on

the educational journey the group has gone on so far, as well as personal and professional experiences with Aboriginal and Torres Strait Islander communities and organisations.

VMIA has also invited Karen Milward to join our Working Group in an advisory capacity to guide the organisation through strategies and tactics to bring the RAP to life and to continue building important and lasting connections with Aboriginal and Torres Strait Islander communities across the state.

Our Partnerships/Current Activities

Current activities VMIA has developed and contributed to progress our contributions to the reconciliation movement include:

Reviewing our Leave Policy and Procedures



We have recently reviewed our Leave Policy and Procedures to ensure the inclusion of Cultural and Ceremony Leave for all our people. This is designed to represent our understanding and acknowledgement that we have a diverse workforce, each with different needs and family or community responsibilities.

Displaying Flags



We have Aboriginal and Torres Strait Islander flags positioned in prominent areas of our tenancy, including the reception desk, boardroom, executive offices and training room. Guidance on the meaning of the flags has been shared with the organisation, specifically with our reception people, who often get questions about the meaning and what the flags represent.

Acknowledgement of Country



At the beginning of every formal function, internal or external, we make an Acknowledgement of Country to the Traditional Custodians of the land. This is embedded in all speeches prepared by our Communications Team, as well as with our people who facilitate training and events internally and with clients throughout Victoria. We undertake research to tailor speeches to include the Traditional Custodians of the land on which the event is occurring across different Victorian locations. We have also posted guidance on our internal channels on the appropriate way to make an acknowledgment, and the difference and significance of a Welcome to Country.

Awareness Raising



We utilise an internal social media platform, Yammer, to communicate and promote reconciliation information to all employees. Walking tours have been organised to visit landmarks or traditional artworks around the City of Melbourne to increase our awareness and understanding. Our RAP Working Group has also subscribed to Reconciliation Australia and Reconciliation Victoria newsletters, and signed up to other appropriate mailing lists.

Launching our Commitment to Reconciliation



In December 2018, we held an event with our people to signal the official start of developing our RAP. We invited Jessie Lloyd and The Mission Songs Project to come along and perform, as well as purchased catering from a Torres Strait Islander run company Mabu Mabu, entwined with traditional ingredients. We also invited Diana David from Reconciliation Victoria to attend a lunch with our Working Group and members of the Executive Team to hear more about the role of Reconciliation Victoria, and how VMIA can support its mission moving forward.

Procurement



When undertaking work on our RAP development, we have partnered with several Aboriginal and Torres Strait Islander owned and run businesses to provide services to VMIA. This includes the design and artwork (Marcus Lee Design), catering (Mabu Mabu), cultural entertainment (Jessie Lloyd and the Mission Songs Project), consulting services (Karen Milward), and cultural awareness training (Koori Heritage Trust). We have social procurement built into our current procurement framework, as well as a requirement to report utilisation in our Annual Report.

Seeking advice to better engage with Aboriginal and Torres Strait Islander clients



VMIA has a client base inclusive of numerous Aboriginal and Torres Strait Islander community organisations. Our Risk Advisers on the Working Group have actively begun reaching out to community members to better understand mechanisms for engagement and communication. With the support of Karen Milward, a greater understanding of service delivery is being explored to ensure our services are inclusive and representative of client needs.

Relationships

Focus Area

We will build respectful, meaningful relationships with Aboriginal and Torres Strait Islander peoples and community organisations through conversation, continuous engagement and dedicated continuous commitment to change.

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Develop a list of Aboriginal and Torres Strait Islander peoples, communities and organisations within our sphere of influence that we already work with, and identify others we can approach to connect with on our reconciliation journey.	March 2020	Andrew Davies, Chief Insurance Officer Casey McIndoe, OD Business Partner
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	October 2019	Andrew Davies, Chief Insurance Officer Casey McIndoe, OD Business Partner
	Explore partnerships with Aboriginal and Torres Strait Islander organisations to provide volunteering opportunities for our people.	May 2020	Casey McIndoe, OD Business Partner
2. Promote reconciliation through our spheres of influence	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	August 2019	Andrew Davies, Chief Insurance Officer Casey McIndoe, OD Business Partner
	Identify other like-minded organisations that we can approach to collaborate with on our reconciliation journey.	November 2019	Andrew Davies, Chief Insurance Officer Casey McIndoe, OD Business Partner
	Implement a communications plan to raise awareness across VMIA about our RAP commitments.	August 2019	Andrew Davies, Chief Insurance Officer Casey McIndoe, OD Business Partner
	Promote the VMIA RAP internally and externally using various communication channels (i.e. Yammer, LinkedIn, Twitter, Intranet, Internet).	July 2019	Andrew Davies, Chief Insurance Officer Casey McIndoe, OD Business Partner
	The VMIA Client Experience Program will include at least three offsite visits to Aboriginal and Torres Strait Islander organisations to understand more about the work they do, and the community involvement and support provided.	October 2019	Cat Strawa, Risk Officer

Action	Deliverable	Timeline	Responsibility
3. Promote positive race relations through anti-discrimination strategies	Research best practice and policies in areas of race relations and anti-discrimination.	October 2019	Casey McIndoe, OD Business Partner
	Conduct a review of People and Culture policies and procedures to identify existing anti-discrimination provisions and future needs.	August 2019	Casey McIndoe, OD Business Partner
4. Raise awareness about reconciliation and help develop relationships between Aboriginal and Torres Strait Islander peoples and other Australians by celebrating National Reconciliation Week	During National Reconciliation Week we will promote external events in our local area and encourage/support our people and senior leaders to participate.	May 2020	Casey McIndoe, OD Business Partner
	Invite an Elder or Aboriginal community leader to attend VMIA during National Reconciliation Week.	May 2020	Casey McIndoe, OD Business Partner
	VMIA RAP Working Group must participate in an external National Reconciliation Week event outside of VMIA.	May 2020	Andrew Davies, Chief Insurance Officer Casey McIndoe, OD Business Partner
	Invite a speaker during National Reconciliation Week to attend VMIA.	May 2020	Casey McIndoe, OD Business Partner
	Circulate Reconciliation Australia's National Reconciliation Week resources and reconciliation materials to our people.	May 2020	Casey McIndoe, OD Business Partner

Respect

Focus Area

We commit to building our understanding and acknowledgement of Aboriginal and Torres Strait Islander traditions, histories, cultures and connections to Country through learning and engagement.

Action	Deliverable	Timeline	Responsibility
1. Investigate Aboriginal and Torres Strait Islander cultural learning and development	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, history, knowledge and rights within our organisation.	December 2019	Andrew Davies, Chief Insurance Officer Casey McIndoe, OD Business Partner
	Conduct a review of cultural learning needs within our organisation.	December 2019	Casey McIndoe, OD Business Partner
	Develop a list of current Aboriginal Cultural Awareness Training and Immersion Program providers.	October 2019	Casey McIndoe, OD Business Partner
	Face-to-Face cultural awareness training to be delivered by a member of the Aboriginal community through a recognised training program or offering. This could include engagement of Koori Heritage Trust, an Aboriginal Consultant or member of the community.	June 2020	Casey McIndoe, OD Business Partner
	Our people will undertake cultural awareness training, with the following targets set for our organisation: <ul style="list-style-type: none"> - 100% Board and ELT participation - 90% new staff participation - 75% of existing staff participation 		
	Invite the Aboriginal Treaty Advancement Commissioner to VMIA to host a discussion on the progress of the Treaty.	December 2019	Casey McIndoe, OD Business Partner
2. Increase employee understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	Actively communicate the significance of Acknowledgement of Country and Welcome to Country protocols on our internal intranet.	February 2020	Lucy Stewart, Internal Communications Manager
	Develop and embed a cultural protocol guide in our work practices, including advice and guidance on correct use of terminology and pronunciation of key terms and words. Information to be readily available on our intranet and other internal communication channels.	June 2020	Casey McIndoe, OD Business Partner Lucy Stewart, Internal Communications Manager
	Raise awareness of the local Traditional Custodians of the lands and waters within our organisation's operational areas.	July 2019	Andrew Davies, Chief Insurance Officer Casey McIndoe, OD Business Partner
	Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.	October 2019	Andrew Davies, Chief Insurance Officer Casey McIndoe, OD Business Partner
	Provide guidance to our employees on delivering an Acknowledgement of Country at the commencement of all external meetings, workshops, conferences, and internal meetings.	December 2019	Andrew Davies, Chief Insurance Officer Casey McIndoe, RAP Program Lead
	RAP Working Group to attend a Traditional Smoking Ceremony to experience and understand the importance of the ceremony.	June 2020	Casey McIndoe, OD Business Partner

Action	Deliverable	Timeline	Responsibility
2. Continued	Display an Acknowledgement of Traditional Custodians on the VMIA website.	March 2020	Sian Jones, Information Manager
	Include an Acknowledgement of Country in our slide packs, annual report, internet pages, training materials, induction, and screen savers.	March 2020	Lucy Stewart, Internal Communications Manager
	Include acknowledgement of Traditional Custodians and Aboriginal and Torres Strait Islander flags in our email signatures.	May 2020	Paul Dulfer, Chief Technology Officer
3. Investigate opportunities to create a culturally safe and welcoming work environment	Investigate opportunity to rename our meeting rooms or a selection of our spaces, in consultation with Traditional Owners as well as other Aboriginal community members.	May 2020	David Williams, Facilities Manager
	Ensure only native Victorian flora are on display in reception areas.	June 2019	David Williams, Facilities Manager
	Source, purchase and display Aboriginal and Torres Strait Islander artwork throughout our facilities.	May 2020	Casey McIndoe, OD Business Partner
	Install acknowledgement plaques respectfully identifying the Traditional Custodians of the land in our reception area.	October 2019	David Williams, Facilities Manager
	Continue to display the Aboriginal and Torres Strait Islander flags in our reception, boardroom, training rooms and other high-use facilities.	August 2019	David Williams, Facilities Manager
	Ensure subscriptions to the Koori Mail and other significant reconciliation media and ensure that they are readily available to employees (i.e. newsletters from Reconciliation Australia, Reconciliation Victoria, etc.).	August 2019	Casey McIndoe, OD Business Partner
	Create and circulate a calendar of Aboriginal and Torres Strait Islander dates of significance to commemorate.	February 2020	Casey McIndoe, OD Business Partner
4. Respect the contributions that Aboriginal and Torres Strait Islander peoples make to our country and society by celebrating NAIDOC Week	Actively promote, celebrate and participate, as an organisation, in at least two Aboriginal and Torres Strait Islander NAIDOC Week events per calendar year.	June 2020	Andrew Davies, Chief Insurance Officer Casey McIndoe, OD Business Partner
	Raise awareness and share information amongst our people about the meaning of NAIDOC week.	June 2020	Andrew Davies, Chief Insurance Officer Casey McIndoe, OD Business Partner
	During NAIDOC Week, promote external events in our local area and encourage/support our people and senior leaders to participate.	June 2020	Andrew Davies, Chief Insurance Officer Casey McIndoe, OD Business Partner
	Invite a speaker to attend VMIA during NAIDOC Week.	June 2020	Casey McIndoe, OD Business Partner

Opportunities

Focus Area

We will work together with Aboriginal and Torres Strait Islander communities to strengthen our level of engagement and create inclusive work practices, employment and business opportunities.

Action	Deliverable	Timeline	Responsibility
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	March 2020	Serryn Hayes, Executive Manager of People and Culture
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	March 2020	Serryn Hayes, Executive Manager of People and Culture
	Explore the most appropriate recruitment channels and networks to reach Aboriginal and Torres Strait Islander candidates.	June 2020	Serryn Hayes, Executive Manager of People and Culture
	Research and consult on the best way to ensure an equitable recruitment experience for Aboriginal and Torres Strait Islander candidates.	June 2020	Serryn Hayes, Executive Manager of People and Culture
	Include 'Aboriginal and Torres Strait Islander peoples are encouraged to apply' in all postings for our vacancies and employment opportunities.	May 2020	Serryn Hayes, Executive Manager of People and Culture
	Explore appropriate channels to ensure opportunities are seen through Aboriginal and Torres Strait Islander media.	June 2020	Serryn Hayes, Executive Manager of People and Culture
	Explore partnerships with community organisations to offer student placements and work experience opportunities for Aboriginal and Torres Strait Islander community members.	June 2020	Serryn Hayes, Executive Manager of People and Culture
	Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.	June 2020	Serryn Hayes, Executive Manager of People and Culture

Action	Deliverable	Timeline	Responsibility
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	August 2019	Frieda Esquelin, General Counsel & Company Secretary
	Review and update procurement policies and procedures to ensure there are no barriers to procuring goods and services from Aboriginal and/or Torres Strait Islander businesses.	May 2020	Frieda Esquelin, General Counsel & Company Secretary
	Develop and communicate to our people a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.	May 2020	Procurement Specialist RAP Program Lead
	Investigate becoming a member of Supply Nation and Kinaway Chamber of Commerce Victoria.	May 2020	Frieda Esquelin, General Counsel & Company Secretary
3. Improve our service delivery to Aboriginal and Torres Strait Islander clients	Identify different ways to engage with Aboriginal and Torres Strait Islander clients to discuss insurance and risk gaps/ covers and develop confidence in VMIA about their safety and protecting assets.	June 2020	Andrew Davies, Chief Insurance Officer
	Improve the way we deliver communications to Aboriginal and Torres Strait Islander organisations, ensuring the approach is more inclusive and reflective of community needs.	June 2020	Claire Lees, External Communications Manager

Governance

Focus Area

We regularly review and track our progress against our RAP to ensure we continue to realise our vision for reconciliation.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain an effective RAP Working Group to drive governance of the RAP	Invite Aboriginal and/or Torres Strait Islander people to be members of the RAP Working Group.	June 2019	Andrew Davies, Chief Insurance Officer Casey McIndoe, OD Business Partner
	Form a RAP Working Group to govern RAP implementation.	June 2019	Casey McIndoe, OD Business Partner
	Draft a Terms of Reference for the RAP Working Group.	June 2019	Andrew Davies, Chief Insurance Officer Casey McIndoe, OD Business Partner
	Establish Aboriginal and Torres Strait Islander representation on the RAP Working Group.	October 2019	Andrew Davies, Chief Insurance Officer Casey McIndoe, OD Business Partner
	The RAP Working Group will meet quarterly to check in on progress and commitments to deliver our RAP.	April 2020	Andrew Davies, Chief Insurance Officer Casey McIndoe, OD Business Partner
	Coordinate the launch of the RAP and invite Aboriginal and Torres Strait Islander community members to the launch.	June 2019	Andrew Davies, Chief Insurance Officer Casey McIndoe, OD Business Partner
	2. Report RAP achievements, challenges and learnings internally and externally	Define resource needs for RAP implementation.	July 2019
Engage senior leaders in the delivery of the RAP commitments.		June 2019	Andrew Davies, Chief Insurance Officer Casey McIndoe, OD Business Partner
Define appropriate systems of work and capability to track and measure on RAP commitments.		August 2019	Andrew Davies, Chief Insurance Officer Casey McIndoe, OD Business Partner
The RAP Working Group to monitor and report on RAP implementation through various governance channels and in the Annual Report.		June 2020	Andrew Davies, Chief Insurance Officer
3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2019, 2020	Casey McIndoe, OD Business Partner
	Investigate participating in the Reconciliation Action Plan Barometer.	May 2020	Andrew Davies, Chief Insurance Officer Casey McIndoe, OD Business Partner
4. Continue our reconciliation journey by developing our next RAP	Register via Reconciliation Australia's website to begin developing our next RAP.	November 2019	Casey McIndoe, OD Business Partner
	Submit draft RAP to Reconciliation Australia for review and feedback.	January 2020	Casey McIndoe, OD Business Partner
	Submit draft RAP to Reconciliation Australia for formal endorsement.	April 2020	Casey McIndoe, OD Business Partner



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