



Reflect Reconciliation Action Plan

September 2021 - September 2022



Artist Acknowledgement

Artist: Norm Jurrawaa Stanley
Title: The roads that keep us connected



The story behind the artwork

The background represents our beautiful land and waterways of Victoria. At the bottom left-hand corner, there is a Roundabout. This represents the many directions we may take on our journeys. More importantly, it represents the TAC target in the centre and the target number of Zero surrounding the target. This sits at the start of the Roads that keep us connected.

Traditionally, we followed our waterways, our rivers, creeks and streams much the same as we do our roads today. We had songlines to follow like a GPS and rules connected to them to keep us safe and to guide us on our journey.

The roads that travel around the canvas are not as they would be on a map. They represent to me the roads I like to follow when we go for our travels; Barwon Heads, Torquay, Great Ocean Rd, Mildura, Lakes Entrance, Hamilton to name a few.

The red circles/campfires represent all 38 Tribes that belong to what we now call Victoria, some are bigger than others. The white dots surrounding the larger campfires represent the 5-year average of lives lost on our roads (256).

Each campfire has 17 dots, but one has 18. The 18th dot is a personal one for me and makes the extra number to get 256.

Norm Jurrawaa Stanley

Local artist, living on Wadawurrung Country with connection to the Kurnai/Wotjobaluk people of Victoria

Reflect Reconciliation Action Plan

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Acknowledgement of country:

The TAC acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the lands on which we are located. We pay our respects to ancestors and Elders, past, present and emerging. We also acknowledge all other Aboriginal and Torres Strait Islander People who are part of the Victorian community today.



Message from Reconciliation Australia

Reconciliation Australia welcomes the Transport Accident Commission to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

The Transport Accident Commission joins a network of more than 1,100 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 over 2.3 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 the Transport Accident Commission 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 Transport Accident Commission, 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 the Chair

The TAC Reflect RAP has been developed through a committed process of learning and understanding about how the TAC can bring about positive change in reconciliation.

This document will be an important framework to guide how we can better contribute to reconciliation through enhanced employment, procurement, service delivery and community engagement approaches that empower Aboriginal and Torres Strait Islanders.

Through the actions in the Reflect RAP, the TAC will build long lasting relationships with Aboriginal and Torres Strait Islander communities by recognising and valuing their contributions and in turn, empowering Aboriginal Victorians to participate and contribute to broader social and community outcomes.

As Chair of the TAC Board, I am committed to this Reflect RAP and working with the organisation to deliver the actions in the first chapter of our journey to achieve reconciliation.



Greg Wilson
Chair

Message from the CEO

The TAC is an organisation that prides itself on putting people first. This is reflected in our values and in the work we do to keep all Victorians safe from road trauma, and support those unfortunately impacted.

Our Reflect RAP is integral to the TAC's people focus and demonstrates our commitment to the reconciliation journey of Aboriginal and Torres Strait Islanders.

Through our Reflect RAP, we have considered our existing relationships and work practices, and challenge ourselves to make fundamental changes that truly value Aboriginal communities. We will bring our passionate staff together to build strong, trusting and respectful relationships with Aboriginal and Torres Strait Islander people. We will show our commitment to reconciliation through conversations and actions within our sphere of influence that call out racism and create a deeper understanding of the history, culture and achievements of Aboriginal and Torres Strait Islander peoples. By shaping our processes and ways of working so they contribute to reconciliation, we will set the foundations to achieve greater outcomes for Aboriginal and Torres Strait Islander peoples into the future.

There is much work to be done and this Reflect RAP presents many opportunities for TAC as a social insurer, employer of choice and community partner to meaningfully contribute to reconciliation. I am pleased to be part of this important journey.



Joe Calafiore
Chief Executive Officer



The Transport Accident Commission (TAC) is a Victorian Government-owned organisation whose role is to promote road safety and provide support for those who have been injured on our roads and help them get their lives back on track.

TAC covers the costs of injuries which are the direct result of the driving of a car, motorcycle, bus, train or tram. We provide support services for people injured in transport accidents as a driver, passenger, pedestrian, motorcyclist, or cyclist.

Under our 'no-fault' scheme, we will pay medical benefits and support services to any injured person regardless of who caused a crash.

The TAC employs more than 1150 people, who work to reduce the frequency and severity of transport accidents, which not only saves lives and avoids serious injuries, but also reduces claims.

We also develop campaigns that increase awareness of road safety issues, change behaviours and ultimately reduce the incidence of road trauma. The TAC is actively working to improve the number of staff members who identify as Aboriginal and/or Torres Strait Islander people (currently two people) through the provision of a culturally safe work environment and specific attraction and retention strategies.

TAC have four office sites across Victoria, located at:
 Wadawurrung - Geelong
 Wurundjeri Woi Wurrung - Melbourne
 Bunurong - Frankston
 Dja Dja Wurrung - Bendigo

Vision

Zero deaths and serious injuries on our roads.

Mission

To be the world's leading social insurer.

Values

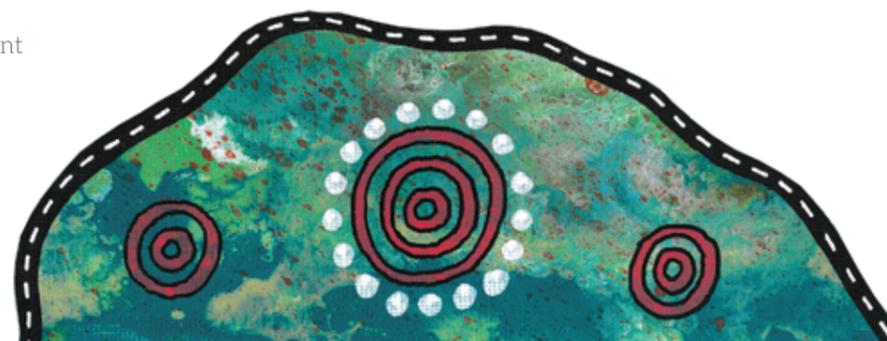
We value life
 We will find a better way, today
 We make every conversation count
 We make the complicated simple.

The Transport Accident Commission (TAC) is committed to building long-term and meaningful relationships with Aboriginal and Torres Strait Islander peoples whether it be employees, clients, providers or the community. This Reflect RAP will act as a framework for our organisation to assist us to improve and enhance our relationships and work with the Aboriginal and Torres Strait Islander Communities across Victoria and Australia.

The TAC established a RAP Working Group in 2020 and the group has been meeting on a regular basis to develop the Reflect RAP document. Aboriginal Community Members have been invited to attend these RAP Working Group meetings, and their cultural knowledge and insights have been crucial for the development of this document. We thank them for their time, patience and good humour as we have taken these opportunities to listen and learn from their experience.

The RAP Working Group have also undertaken cultural awareness training and arranged for a cultural assessment of the Geelong office to be undertaken, providing insight into opportunities for cultural advancement of the organisation.

We have formed a RAP Implementation Working Group to commence the delivery of actions identified in the RAP Working Group meetings. This Implementation Working Group meets regularly and the team is prioritising and progressing the deliverables outlined in the Reflect RAP and other initiatives and ideas as they arise as well as reaching out across the business for people to take the lead on a variety of actions. An Advisory Committee will be set up to support the TAC as we move forward in our RAP Reflect work and beyond. Jason Lardelli, Head of Scheme Performance and Greg Wilson, Chair have taken on the role as RAP Champions. This ensures TAC has Executive and Board level representation to support for our approach to reconciliation.





Our working group members



TAC Board and Executive Leadership Team On Country in Mount Duneed with Wadawurrung leader Corrina Eccles.

Adam Muir <i>(Yorta Yorta, Taungurong)</i>	Aboriginal Health Project Officer	Barwon Health
Anthony Williams	Research Program Administration	TAC
Britta Carlyon	Customer Service Officer	TAC
Bonnie Szymczak	Digital and Internal Communications Manager	TAC
Corrina Eccles <i>(Wadawurrung)</i>	Cultural Education Manager	Wadawurrung Traditional Owners Aboriginal Corporation
Erin Westcott	Procurement Manager	TAC
Greg Wilson	Chair	TAC
Hysen Demir	Corporate Services Manager	TAC
Isabelle Dunn	Claims Support	TAC
Jake Johnson	Stakeholder Manager	TAC
Jane Barker	Head of People & Culture	TAC
Jason Lardelli	Head of Scheme Performance	TAC
Jordyn Flagg <i>Wemba Wemba</i>	Acting RAJAC Executive Officer	Department of Justice and Community Safety
Kaley Nicholson <i>(Barapa Barapa, Muttti Mutti, Yorta Yorta and Taungurong)</i>	Senior Policy Officer	Geelong City Council

Kylie Grzybek	Chief of Staff	TAC
Libby Lescock	Partner	Tiiamanno Consultants
Liz Taylor	Youth Traineeship Program Manager	TAC
Majella Hoare	Safeguarding Specialist	TAC
Mark Cooper	Service Development Officer	TAC
Michael Fleming	Senior Manager - Business Technology Partner	TAC
Peter Thomas	Senior Manager - P&C Operations	TAC
Rebecca Pollard	Claims Specialist	TAC
Renee Owen <i>(Yorta Yorta and Taungurong)</i>	Aboriginal Health Programs Manager Chair of the Aboriginal and Torres Strait Islander Health Practitioners Board at AHPRA	Barwon Health
Stephanie McCarter	Executive Assistant	TAC
Stephanie McDonald	Lump Sum Administration Team Manager	TAC
Tania Dalton <i>(Wathaurung and Gunditjmara)</i>	Principal Partner	Tiiamanno Consultants



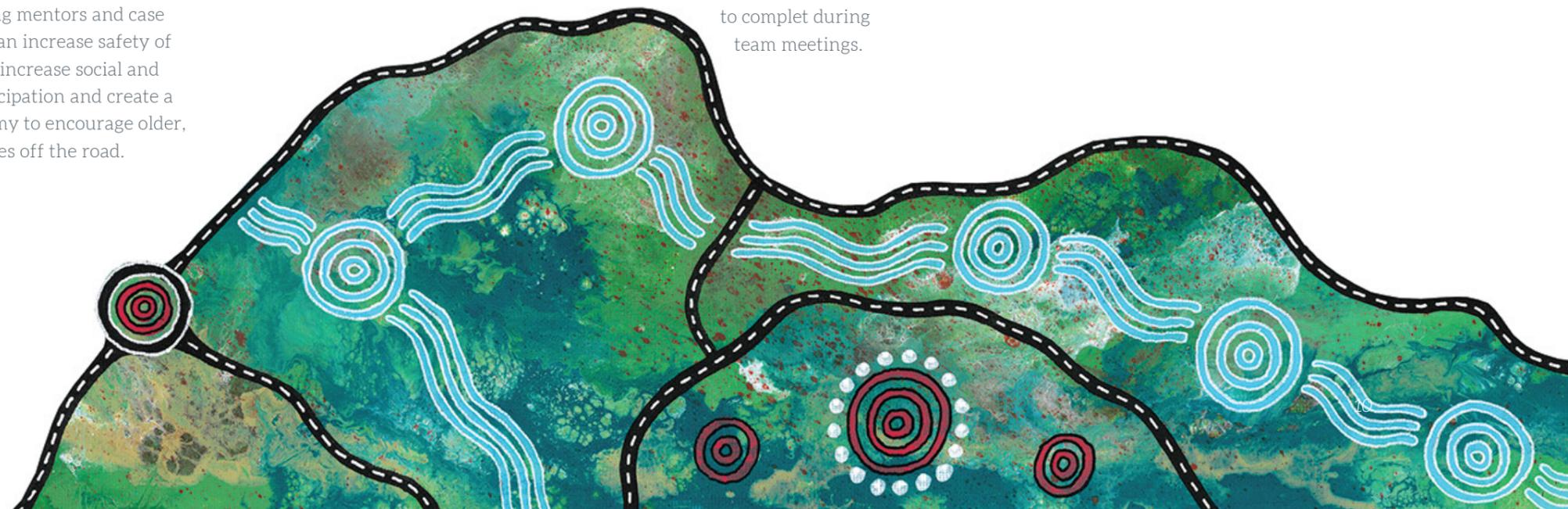
Partnerships and current reconciliation activities

Community partnerships

- We are proud of our work with Aboriginal and Torres Strait Islander people via our partnership with AFL Victoria TAC Unity Cup as naming rights partner. The TAC Unity Cup is AFL Victoria's entry level program for multicultural participants aged 12-17 and aims to engage diverse communities to participate in a specialised football and life skills program. Through this partnership we introduce road safety information to the community. We also conduct field training days which include personal development sessions in the lead up to the final of the Unity Cup event. These development sessions include an introduction to the L2P program, which assists learner drivers between 16-21 years of age, who do not have access to a supervising driver or vehicle, to gain driving experience ahead of applying for a probationary licence
- We support the Pako fest – Geelong's Multicultural Festival – which includes Aboriginal and Torres Strait Islander communities. We create road safety activations which focus on children and families, to highlight the importance of booster seats and how to know when it is safe for your child to move out of a booster seat.
- We've worked with local Aboriginal artists to develop road safety messages incorporating Aboriginal art for social media.
- In 2021 we embarked on a trial to support young drivers into safer vehicles, involving Ganbina, an Aboriginal Education Hub in Shepparton. The trial is looking at how a combination of access to safe vehicles, driving mentors and case management can increase safety of young drivers, increase social and economic participation and create a circular economy to encourage older, less safe vehicles off the road.

Internal activities/initiatives

- We are communicating the work the TAC is doing for reconciliation through a communications and engagement plan dedicated to engaging employees throughout the RAP Reflect process to be informed, learn and take action. Using key communication platforms such as our intranet, twice-weekly newsletter and Yammer, we provide regular updates to staff and invite them to take action on reconciliation in a variety of ways. For example, this year for National Reconciliation Week we have shared an information sheet with website links where staff can learn more about reconciliation, events staff can attend throughout Victoria and a quiz on reconciliation for teams to complete during team meetings.
- Promoting NAIDOC week and other events acknowledging Aboriginal and Torres Strait Islander communities and heritage through our internal intranet and newsletters plus office based events and learning sessions.
- Sharing information on Aboriginal and Torres Strait Islander heritage with staff to increase their cultural awareness and knowledge via our intranet, newsletter and internal activations and events.
- Providing staff access to the Koori News via an annual subscription and including Koori Mail in our external engagement opportunities.



Relationships

1 Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local areas or sphere of influence, including the Traditional Owners on each of TAC's business sites, Local Aboriginal Community Controlled Organisations across Victoria and the Victorian Aboriginal Community Controlled Health Organisation 	April 2022	RAP Champions
<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders, organisations and communities 	June 2022	Head of Strategy
<ul style="list-style-type: none"> Develop and implement a TAC Community Engagement Framework 	June 2022	Head of Marketing & Communications
<ul style="list-style-type: none"> Explore the opportunity for the development of a First Nations Cultural Council to TAC 	August 2022	RAP Champions

2 Build relationships through commemoration and promotion of National Reconciliation Week (NRW).

<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials and messages from the Board and CEO to our staff 	May 2022	CEO with the support of the RAP Champions
<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW activity 	27 May-3 June 2022	RAP Champions
<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in an external event to recognise, celebrate and promote NRW 	27 May-3 June 2022	RAP Champions CEO with support of RAP Champions
<ul style="list-style-type: none"> Develop a NRW toolkit to encourage and support each business office to promote the annual NRW theme 	May 2022	Communications Senior Leadership Team
<ul style="list-style-type: none"> Identify and provide sponsorship of at least one external NRW event and support staff to plan, host and participate in a NRW event in each of our business offices 	May 2022	RAP Champions
<ul style="list-style-type: none"> Register TAC's NRW events on Reconciliation Australia's NRW events website 	May 2022	Head of Marketing & Communications

3 Promote reconciliation through our sphere of influence.

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all staff through the development of a TAC Statement of Commitment in collaboration with local Traditional Owners expressing how we will actively work with Aboriginal and Torres Strait Islander partners to embed a positive and authentic culture of listening and respect 	June 2022	RAP Champions with the support of Head of Marketing & Communications
<ul style="list-style-type: none"> Identify external stakeholders that our organisation can engage with on our reconciliation journey 	June 2022	RAP Champions
<ul style="list-style-type: none"> Identify other like-minded organisations that we could approach to collaborate with on our reconciliation journey 	November 2021	RAP Champions
<ul style="list-style-type: none"> Provide reconciliation information, updates, event information and cultural stories through regular articles on existing internal communication channels 	December 2021	Head of Marketing & Communications

4 Promote positive race relations through anti-discrimination strategies.

<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination for staff and clients 	June 2022	Head of Strategy Head of People & Culture
<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs 	June 2022	Head of People & Culture



Respect

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

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation 	December 2021	RAP Champions
<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	September 2022	Head of People & Culture
<ul style="list-style-type: none"> TAC to facilitate where needed access to cultural awareness training for RWG members, executives and managers 	September 2021	Head of People & Culture

6 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

<ul style="list-style-type: none"> Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation 	December 2021	RAP Champions
<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols 	December 2021	Head of Marketing & Communications
<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander stakeholders to identify local and national significant celebration days and days of acknowledgement, and include these days in the TAC's Internal Communications Calendar 	January 2022	Head of Marketing & Communications

7 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Raise awareness and share information amongst our staff about the meaning of NAIDOC Week 	July 2022	Head of Marketing & Communications
<ul style="list-style-type: none"> Introduce our staff to NAIDOC Week by promoting external events in our local areas 	July 2022	Head of Marketing & Communications
<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event 	July 2022	RAP Champions
<ul style="list-style-type: none"> Review HR policies and procedures to remove any barriers to staff participating in NAIDOC week 	May 2022	Head of People & Culture

8 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by increasing cultural safety within the organisation.

<ul style="list-style-type: none"> Display the Aboriginal and Torres Strait Islander flags at the front of the building at TAC HQ, and negotiate implementation at other TAC office sites 	August 2022	Head of Business Enablement
<ul style="list-style-type: none"> Display Acknowledgement of Country plaques at entry of all TAC office sites 	December 2021	Head of Business Enablement
<ul style="list-style-type: none"> Aboriginal and Torres Strait Islander artwork to be displayed at all office sites 	December 2021	Head of Business Enablement
<ul style="list-style-type: none"> Explore the development of Aboriginal and Torres Strait Islander artwork for TAC to be used in logos and branding with the inclusion of signage and information for staff and public 	June 2022	RAP Champions with support of Head of Marketing & Communications

Opportunities

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

Deliverable	Timeline	Responsibility
• Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation	June 2022	Head of People & Culture
• Build an understanding of current Aboriginal and Torres Strait Islander staffing profile to inform the development of strategies to attract, recruit, retain and provide professional development opportunities to Aboriginal and Torres Strait Islander staff	June 2022	Head of People & Culture
• Explore opportunities to develop existing or potential community partnerships that provide pathways of education and employment for Aboriginal and Torres Strait Islander peoples	July 2022	Head of People & Culture
• Provide training or resources to recruitment panels which cover cultural competency and inclusivity	May 2022	Head of People & Culture
• Review Employee Assistance Program (EAP) to ensure it is culturally appropriate	December 2021	Head of People & Culture

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

• Maintain Supply Nation membership and investigate and engage with other Indigenous Chamber of Commerce members	December 2021	Head of Business Enablement
• Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses acknowledging and removing barriers	June 2022	Head of Business Enablement
• Develop and communicate opportunities for procurement and engagement of goods and services from Aboriginal and Torres Strait Islander businesses across TAC	June 2022	Head of Business Enablement

11 Improve the quality of services provided by the TAC.

Deliverable	Timeline	Responsibility
• Develop a framework to identify Aboriginal providers and organisations that support provision of TAC services in a culturally competent manner to meet the needs of Aboriginal and Torres Strait Islander clients	September 2022	Head of Strategy
• Develop a framework for the measurement of data collection and capture for Aboriginal and Torres Strait Islander clients	September 2022	Head of Strategy



TAC Board and Executive Leadership Team On Country in Freshwater Creek with Wadawurrung leader Corrina Eccles.

Governance

12 Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Maintain a RWG to govern RAP implementation and meet at least four times per year to drive and monitor Reflect RAP implementation with the Board 	Oct 2021	Executive RAP Sponsor Chief Executive Officer
<ul style="list-style-type: none"> Draft and review a Terms of Reference for the RWG 	Oct 2021	Executive RAP Sponsor
<ul style="list-style-type: none"> Establish Aboriginal and Torres Strait Islander representation on the RWG 	Oct 2021	Executive RAP Sponsor

13 Provide appropriate support for effective implementation of RAP commitments.

<ul style="list-style-type: none"> Define resource and budget needs for RAP implementation 	Oct 2021	Chief Executive Officer
<ul style="list-style-type: none"> Engage senior leaders in the delivery of RAP commitments and report RAP Progress to all staff and senior executives quarterly 	Jan 2022	Executive RAP Sponsor Chief Executive Officer
<ul style="list-style-type: none"> Define appropriate systems and capability to track, measure and report on RAP commitments 	Jan 2022	Executive RAP Sponsor
<ul style="list-style-type: none"> Appoint and maintain internal RAP champions 	Jan 2022	Chief Executive Officer

14 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia 	September 2022	Executive RAP Sponsor
<ul style="list-style-type: none"> Report RAP progress to all staff and senior leadership and external RWG members quarterly 	Dec 2021	Chief Executive Officer
<ul style="list-style-type: none"> Develop and implement a Reconciliation KPI for RWG Leadership Team 	Dec 2021	Chief Executive Officer
<ul style="list-style-type: none"> Develop a RAP specific corporate measure for the Corporate Scorecard 	Dec 2021	Chief Executive Officer

15 Continue our reconciliation journey by developing our next RAP

<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP 	Jul 2022	Executive RAP Sponsor
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The TAC thanks Tiiamanno Consultants for their invaluable knowledge and guidance towards development of our Reflect RAP.

Contact:

People and Culture

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