

LEE · GREEN

# Reconciliation Action Plan

October 2019 - September 2021

Innovate RAP



RECONCILIATION  
ACTION PLAN

INNOVATE



# Our Vision

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Our vision is that as a nation we acknowledge a shared history that is embraced by all, and where we have pride in the cultures and achievements of all Australians. This is achieved when all Australians know, understand and respect the history and cultures of Aboriginal and Torres Strait Islander peoples as first inhabitants of the country, and when all Australian people are respected and treated as individuals and free from stereotyping, irrespective of their history, background or circumstances.

Through our work and relationships with Aboriginal and Torres Strait Islander peoples as our clients and colleagues, we can demonstrate authentic behaviours that support the goal of reconciliation for all.

# Our Business

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Lee Green Strategic Accountants are an accounting firm based in Adelaide with an office in Darwin. Lee Green employs 30 staff and services clients throughout Australia. We currently employ one Aboriginal and Torres Strait Islander cadet accountant. Lee Green provide the following services:

- > Accounting services
- > Audit and examinations
- > Business consulting
- > Tax and compliance
- > Superannuation
- > Indigenous business support and strategy



# Our RAP Journey

Lee Green introduced a Reflect RAP in 2017. Subsequently we have formed a RAP committee with two external Aboriginal and Torres Strait Islander members that provide guidance, support and importantly oversight and accountability with the delivery of our RAP. The RAP committee is responsible for the development of this Innovate RAP.

Our current RAP Champions are:

David Charlesworth (Principal)  
Mike Levy (Director, NT)

Our RAP committee consists of:

Lee Green Strategic Accountants staff

- Mike Levy (RAP Coordinator)
- David Charlesworth (Principal)
- Angeline Chin (Senior Accountant)
- Kedeisha Kartinyeri (Cadet Accountant)
- Leah Groves (Self-Managed Super Fund SMSF Accountant)
- Angela Wright (Accountant)

External cultural advisors

- Angela Flynn (Kukuni Arts)
- Kira Bain (Tauondi Aboriginal College)

Lee Green has developed and maintained several important and mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples and organisations through the implementation of our Reflect RAP. These relationships include:

- Cultural awareness training undertaken by Haydyn Bromley from Bookabee Australia that was very beneficial for staff and we subsequently engaged Haydyn to deliver another session for all new staff members 18 months later. Bookabee Australia are now clients of Lee Green.
- Kira Bain from Tauondi Aboriginal College was engaged to provide the Acknowledgement of Country at the launch of our Reflect RAP. Subsequently, Kira has joined our RAP committee and has provided invaluable advice and support.
- Angela Flynn has been a pivotal member of our RAP committee with a wealth of knowledge and contacts. Lee Green staff members have enjoyed attending and being involved in the annual Spirit Festival in Adelaide that Angela organises. Angela was also able to recommend Bilawara Lee to perform an amazing Welcome to Country at Lee Green's Darwin office launch in March 2017.
- Lee Green attended the Reconciliation Conference held in Melbourne in December 2018. Ongoing relationships established at this conference include Jeremy Johncock who is the Indigenous Liaison Officer at the Adelaide Crows Football Club and Rebecca Wessels who is the Managing Director of Ochre Dawn Creative Industries. We are engaging Ochre Dawn to design and produce our Innovate RAP and we have also been engaged to provide accounting services to them

- Lee Green are proud sponsors of the annual Barunga Festival since 2016 and have provided the opportunity for approximately 15 staff members and some family members to travel from Adelaide to immerse themselves in Aboriginal and Torres Strait Islander culture, music and sport over the 3 days of the festival held in the Barunga community in the Northern Territory. This experience has been invaluable in gaining a greater understanding and appreciation of Aboriginal and Torres Strait Islander cultures and perspectives. We look forward to our ongoing commitment to the Barunga Festival.

As part of our RAP journey Lee Green are focussed on promoting accountancy as a career pathway for Aboriginal and Torres Strait Islander peoples by way of offering either work experience, school-based apprenticeships and/or cadet accountancy positions.

Lee Green has been fortunate to employ Kedeisha Kartinyeri as a cadet accountant on a part-time basis as she completes her tertiary studies. As part of the process of searching for suitable Aboriginal and Torres Strait Islander candidates, Maxima produced a job description flyer which they sent to schools and followed up with the relevant staff at schools in Adelaide. Lee Green also distributed the job description to our contacts personally by email and word of mouth together with social media platforms such as LinkedIn. After receiving minimal interest in attracting either work experience or school-based apprentice candidates, we became aware that Kedeisha was studying an accounting and commerce degree from an article in the Koori Mail highlighting her basketball achievements.

We reached out to Kedeisha and she has been an employee since May 2018 and we look forward to her continuing to be a valuable employee for many years after she completes her study at the end of 2019. Apart from being a promising accountant, Kedeisha provides the perspective of a young Aboriginal and Torres Strait Islander woman which is invaluable in the work that Lee Green performs. This was evidenced when Lee Green was invited to participate in a workshop on education in North East Arnhem Land. Kedeisha's attendance and input provided contemporary and relevant context to Lee Green's contribution to the workshop.



# Relationships

Building meaningful and respectful relationships in our community is important to Lee Green. This helps us to develop a greater understanding of cultures and provide better support and assistance with strategies that overcome challenges specific to Aboriginal and Torres Strait Islander business needs.

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	<ul style="list-style-type: none"> <li>• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations</li> <li>• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement</li> <li>• Review, update and expand a list of Aboriginal and Torres Strait Islander peoples, communities and organisations within our local area or sphere of influence that we could approach to invite to participate in our RAP</li> </ul>	February 2020  February 2020, 2021  November 2019	RAP Coordinator Cadet Accountant  RAP Coordinator Cadet Accountant  RAP Coordinator Accountant Cadet Accountant
2. Build internal and external relationships	<ul style="list-style-type: none"> <li>• Encourage and utilise existing Aboriginal and Torres Strait Islander employees and clients to identify potential employees and mutually beneficial business partners for Lee Green, our clients and the communities that we work with</li> </ul>	February 2020, 2021	RAP Coordinator Cadet Accountant

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
3. Build relationships through celebrating National Reconciliation Week (NRW)	<ul style="list-style-type: none"> <li>• Provide opportunities and encourage our staff and senior leaders to participate in at least one external NRW event</li> <li>• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff through our internal newsletter and intranet and external social media event</li> <li>• Book a table at Reconciliation SA's NRW annual breakfast and invite employees, external RAP committee members, clients and/or other connections to attend</li> <li>• Organise at least one NRW event each year, inviting employees, clients, other RAP organisations, as well as connected non-Indigenous and Aboriginal and Torres Strait Islander peoples and organisations</li> <li>• RAP Committee to participate in an external NRW event</li> <li>• Register all our NRW events via Reconciliation Australia's NRW website</li> </ul>	<p>May 2020, 2021</p> <p>May 2020, 2021</p> <p>May 2020, 2021</p> <p>May 2020, 2021</p> <p>May 2020, 2021</p> <p>May 2020, 2021</p>	<p>Accountant</p> <p>Accountant</p> <p>SMSF Accountant</p> <p>RAP Coordinator</p> <p>RAP Coordinator</p> <p>Cadet Accountant</p>
4. Promote reconciliation through our sphere of influence	<p>Review, refine and continue to implement strategies to raise awareness amongst all staff across the organisation about our RAP commitments</p> <p>Provide details of our RAP and RAP journey with all new staff as part of the induction process</p> <p>Review, refine and continue to implement a plan to engage and inform key external stakeholders of our RAP activities and invite their participation</p> <p>Promote our RAP activities and information to clients and other external stakeholders via our website, newsletters and social media</p> <p>Provide our RAP information to current and potential clients and invite them to participate in our RAP activities</p> <p>Invite employees, clients, Aboriginal and Torres Strait Islander peoples and organisations and other local RAP organisations to RAP information and networking events</p>	<p>October 2019, 2020</p> <p>October 2019, 2020</p> <p>October 2019, 2020</p> <p>October 2019, 2020</p> <p>October 2019, 2020</p> <p>May 2020, 2021</p>	<p>Accountant</p> <p>Principal</p> <p>Principal</p> <p>Accountant</p> <p>Principal</p> <p>RAP Coordinator</p>

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
4. Promote reconciliation through our sphere of influence	Attend the Reconciliation Australia RAP conference and the Garma Festival and other similar events to develop and build on relationships with other RAP partners and Aboriginal and Torres Strait Islander organisations	August 2020, 2021	RAP Coordinator
	Join the Friends of Reconciliation and identify other potential organisations to join and/or support	October 2019	SMSF Accountant
	Implement strategies to engage our staff in reconciliation	October 2019, 2020	SMSF Accountant
	Communicate our commitment to reconciliation publicly	June 2020, 2021	Accountant
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes	June 2020, 2021	Accountant
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation	June 2020, 2021	Accountant
	Organise and promote information and networking sessions about Aboriginal and Torres Strait Islander cultures and current affairs to coincide with significant dates such as National Apology day, NRW, NAIDOC Week and Survival day. These current affairs could include: <ul style="list-style-type: none"> <li>• The Uluru Statement from the Heart and the Voice to Parliament for Aboriginal and Torres Strait Islander peoples</li> <li>• Aboriginal and Torres Strait Islander languages – why are so many endangered and what can be done to preserve and promote them</li> <li>• Australia’s unspoken history               <ul style="list-style-type: none"> <li>o The stolen generations</li> <li>o The frontier wars</li> <li>o Stolen wages</li> <li>o Aboriginal and Torres Strait Islander contributions to the industries such as the pastoral and pearling industries</li> </ul> </li> <li>• The incarceration rates of Aboriginal and Torres Strait Islander peoples – reasons and potential solutions</li> <li>• The health outcomes of Aboriginal and Torres Strait Islander peoples – reasons and potential solutions</li> <li>• Racism in sport</li> </ul>	June 2020, 2021	RAP Coordinator Cadet Accountant



ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
5. Promote positive race relations through anti-discrimination strategies	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs	July 2020, 2021	Principal
	Develop, implement and communicate an anti-discrimination policy for our organisation	July 2020, 2021	Principal
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy	July 2020, 2021	Principal
	Educate senior leaders on the effects of racism	February 2020, 2021	RAP Coordinator



# Respect

Build respect for Aboriginal and Torres Strait Islander cultures and histories through increased understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights.

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	Capture data to measure our staff's level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements through an annual survey	April 2020, 2021	Cadet Accountant
	Facilitate all new staff to receive cultural awareness training provided in the form of online learning tools	November 2019	Principal
	Conduct a review of cultural learning needs across the organisation	November 2019	Principal
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy	February 2020	Principal
	Develop, implement and communicate a cultural learning strategy for all our staff	April 2020	Principal
	Provide opportunities for RAP committee and other key leadership staff to participate in formal and structured cultural learning	November 2019, 2020	Principal
	Facilitate additional cultural awareness training for all staff that builds on cultural awareness training delivered to date in the form of face to face workshops and online learning. This cultural awareness training is to be delivered by external consultants as well as online learning tools.	June 2020	Principal
	Communicate and encourage all staff to use Reconciliation Australia's Share Our Pride online tool	July 2020, 2021	Accountant

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC week	<p>Actively promote NAIDOC activities amongst our staff and the meaning of NAIDOC Week, which includes providing information about local Aboriginal communities and by promoting community events in our local area</p> <p>Provide opportunities for staff to attend NAIDOC Week events held during work hours</p> <p>Provide sponsorship to at least one external NAIDOC event</p> <p>RAP Committee to participate in an external NAIDOC Week event</p> <p>Review HR policies and procedures to remove barriers to staff participating in NAIDOC week</p>	<p>July 2020, 2021</p> <p>July 2020, 2021</p> <p>July 2020, 2021</p> <p>July 2020, 2021</p> <p>April 2020, 2021</p>	<p>Accountant</p> <p>Principal</p> <p>Principal</p> <p>Principal</p> <p>Principal</p>
8. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	<p>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country</p> <p>Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country</p> <p>Include an Acknowledgement of Country at the commencement of important meetings and events such as the function to celebrate Lee Green's 30th anniversary</p> <p>Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year</p>	<p>December 2019, 2020</p> <p>November 2019, 2020</p> <p>November 2019, 2020</p> <p>October 2019, 2020</p>	<p>RAP Coordinator</p> <p>Principal</p> <p>RAP Coordinator</p> <p>RAP Coordinator Principal</p>
9. Raise staff awareness of Aboriginal and Torres Strait Islander Cultures and histories	<p>Circulate information about Aboriginal and Torres Strait Islander dates of significance and cultural events and festivals to be held in the region</p> <p>Encourage and facilitate staff to attend the annual Spirit Festival in Adelaide</p> <p>Encourage and facilitate staff to attend the AFL Doug Nicholls round at the Adelaide Oval</p> <p>Provide an opportunity for staff to attend the Dreamtime at the MCG AFL match in Melbourne</p> <p>Continue to display Aboriginal artwork in our office building and meeting rooms</p>	<p>January 2020, 2021</p> <p>November 2019, 2020</p> <p>May 2020, 2021</p> <p>May 2021</p> <p>June 2020, 2021</p>	<p>Cadet Accountant</p> <p>SMSF Accountant</p> <p>Principal</p> <p>Principal</p> <p>Principal</p>

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
10. Raise staff awareness of Aboriginal and Torres Strait Islander Cultures and histories	Continue to provide staff with the opportunity to attend Aboriginal and Torres Strait Islander festivals such as the Barunga Festival, Art Gallery, Tandanya events, lectures and other identified festivals acknowledging and celebrating Aboriginal and Torres Strait Islander cultures	June 2020, 2021	Principal
	Provide staff with the UN Declaration of the Rights of Indigenous Peoples and the Uluru Statement from the Heart and include this as part of the induction process	June 2020, 2021	Principal





# Opportunities

Opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities are important to assist Lee Green to attract likeminded employees, clients and business partners to our mutual benefit. Lee Green's core values identify with all Australians having the same opportunity to participate and achieve their potential in all areas of life, both professional and personal.

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
11. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	Review the HR policy and practices to ensure that the organisation's processes support Aboriginal and Torres Strait Islander job applicants	November 2019	Principal
	Continue to ensure that job vacancy information provides the message "Aboriginal and Torres Strait Islander applicants are encouraged to apply"	October 2019	Principal
	Develop a program of work experience/workplace observation for Aboriginal and Torres Strait Islander students/graduates through our current connections with the education sector	July 2020	SMSF Accountant
	Develop strategies and policies that protects the cultural safety of all employees	November 2019	Principal SMSF Accountant
	Develop a plan for internal and external mentorship for current and potential Aboriginal and Torres Strait Islander employees	September 2020	Accountant
	Work together with our Aboriginal and Torres Strait Islander staff and RAP Committee members to develop strategies and policies that provide a work environment that does not allow staff to lose their cultural identity and where all staff are treated with respect and integrity	November 2019, 2020	RAP Coordinator
	Create distinct career pathways for Aboriginal and Torres Strait Islander employees and support them in their career progression	October 2019, 2020	Principal SMSF Accountant

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
11. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	July 2020, 2021	Principal
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy	July 2020, 2021	Principal
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy	July 2020, 2021	Principal
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders	October 2019, 2020	Principal
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workplace	July 2020, 2021	Principal
12. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	Disseminate information to staff about, and promote an understanding of, the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses	November 2019, 2020	Principal SMSF Accountant
	Identify and develop a commercial relationship with two local Aboriginal owned businesses	December 2020	RAP Coordinator
	Increase our spend with Aboriginal and Torres Strait Islander suppliers by 20% per annum	June 2020, 2021	Principal
	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy	June 2020, 2021	Principal
	Investigate Supply Nation membership	February 2020	SMSF Accountant
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff	July 2020, 2021	Principal
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses	July 2020, 2021	Principal

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
<p>13. Increase the pro bono activities that benefit Aboriginal and Torres Strait Islander organisations and communities</p>	<p>Establish the baseline data on the historical value of Lee Green’s pro bono support of Aboriginal and Torres Strait Islander peoples and organisations</p> <p>Communicate the accounting services that Lee Green Strategic Accountants offer to Aboriginal and Torres Strait Islander clients and connections to assist in identifying needs of individuals, organisations and communities that we can provide pro bono</p> <p>Provide accountancy support to an additional two Aboriginal and Torres Strait Islander individuals or organisations</p>	<p>December 2019, 2020</p> <p>December 2019, 2020</p> <p>July 2020, 2021</p>	<p>Accountant</p> <p>Principal</p> <p>Principal</p>







# Governance

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
14. Maintain an effective RAP Committee to drive governance of the RAP	Maintain an effective RAP Committee to drive governance of the RAP Maintain Aboriginal and Torres Strait Islander representation on the RAP Committee Establish and apply a Terms of Reference for the RAP Committee Meet at least four times per year to drive and monitor RAP implementation Develop and implement a succession plan strategy for the RAP committee	October 2019, 2020 January 2020, 2021  October 2019 Quarterly 2019, 2020, 2021 March 2021	RAP Coordinator Cadet Accountant  RAP Coordinator RAP Coordinator RAP Coordinator
15. Provide appropriate support for effective implementation of RAP commitments	Define resource needs for RAP development and implementation Review systems and capability needs to track, measure and report on RAP activities and make appropriate changes Engage our senior leaders and other staff in the delivery of RAP commitments Appoint and maintain an internal RAP Champion from senior management	November 2019, 2020 December 2019, 2020  October 2020 October 2019	RAP Coordinator SMSF Accountant  Principal RAP Coordinator
16. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia Report RAP progress to all staff and senior leaders quarterly Publicly report our RAP achievements, challenges and learnings annually Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer Disseminate the RAP outcomes to our staff and our partners Seek advice and feedback from Aboriginal and Torres Strait Islander stakeholders and organisations on our RAP	September 2020, 2021  March 2020, 2021 March 2020, 2021 May 2020  January 2020, 2021 June 2020, 2021	RAP Coordinator  SMSF Accountant Principal Principal  SMSF Accountant RAP Coordinator
17. Continue our reconciliation journey by developing our next RAP	Register via Reconciliation Australia's website to begin developing our next RAP Liaise with Reconciliation Australia to review and refresh RAP based on learnings, challenges and achievements	February 2021  January 2021	RAP Coordinator  RAP Coordinator

# Our Artwork

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## Artwork by Sam Gollan

“I’m an Ngarrindjeri nation and Kurna woman who has been handed down stories and yarns from my elders. To which I now able to show our stories through art. I also teach my stories through my art to the wider community. I have been painting for more than 20 years and I enjoy teaching the wider community my culture.”

### Meaning:

This design represents unity between agency and Aboriginal community working together for a better future for all.

Footprints represent us all walking as one, the circles represents discussions meetings for a pathway we can all reach same goals and unity.



# LEE · GREEN

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