

REFLECT Reconciliation Action Plan
September 2019 – August 2020

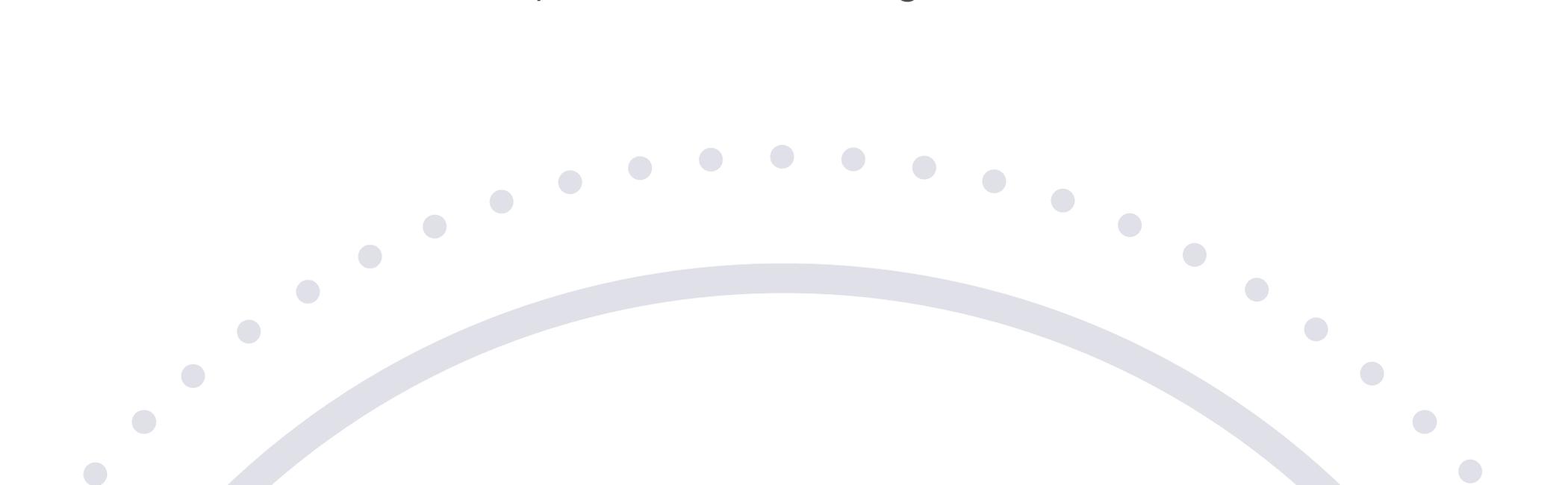




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Message from our Directors

As the Directors of CMBM Facility Services we are proud of our history of providing opportunities for Aboriginal and Torres Strait Islander peoples to take up employment with our company and to be part of the 'CMBM family'.

We are equally proud of our track record, over recent months, of providing practical support and assistance to Multhana Property Services, an Indigenous business which provides similar services to those delivered by CMBM and on whose Board of Directors we both have a seat.

We are committed to doing all that we reasonably can to create and optimise opportunities for both employment and access to career pathways through which our Aboriginal and Torres Strait Islander employees can contribute to our business success and to develop personally and professionally towards achieving their individual potential.

We are delighted that CMBM Facility Services is now formalising its commitment by collectively embarking on our reconciliation journey and that through our RAP we can translate our commitment into meaningful outcomes for our entire workforce and the business as a whole.

We believe that our Reflect Reconciliation Action Plan will provide the ideal framework within which we can establish solid foundations on which future action plans can build to continue our reconciliation journey.

We will support and encourage every CMBM employee to be as involved as practicable in establishing CMBM as a company in which the five dimensions of reconciliation are acknowledged, understood and committed to and that this is reflected in the way we individually and collectively go about our business.



A handwritten signature in black ink, appearing to read 'Mark Hohn'.

Mark Hohn
Managing Director



A handwritten signature in black ink, appearing to read 'Damien Cann'.

Damien Cann
Director/General Manager



‘Multhana’

Sid Domic, 2019

Kalkadoon descendant

This artwork has been created by Sid Domic, former Australian professional rugby league footballer and Indigenous artist from the Kalkadoon Aboriginal nation.

‘Multhana’ means ‘coming together to help each other’ in the Kalkadoon language.

The art was commissioned to represent the collaborative partnership between CMBM Facility Services and Multhana Property Services.

CMBM and Multhana work together to create real outcomes, helping to achieve a brighter future together in Australia.

Domic, through his work, acknowledges the importance of caring and respecting our land and people.

Unique Australian landscape colours are used to reference the story of our land. The use of traditional lines and dots is a nod to all Australians being one. The paint medium is used to create flow and depict travel throughout the landscape, echoing the continuous nature of time and place and representing a positive future of collaboration for all Australians.



The largest circle, in the background, represents this meeting place where the white man and black man sit down together. The two U-shapes are the parties moving through their journey together, where they acknowledge each other’s cultures and move on with this newfound respect for each other.

This leads to the centre circle, where Multhana is the inspiration for other organisations to find a common purpose and grow their community.”

Sid Domic

What does reconciliation mean for CMBM Facility Services?



"At its heart, reconciliation is about strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples, for the benefit of all Australians."

www.reconciliation.org.au

For CMBM Facility Services (CMBM), reconciliation is about demonstrating (through our individual, collective and corporate behaviours) our commitment to and achievement of continuous improvement in the areas of the 'five dimensions' (below).

Through successive Reconciliation Action Plans, CMBM intends to achieve continual progress towards key workplace culture change objectives, ensuring ongoing alignment with the broader goals of Reconciliation Australia.

Race
Relations

Equality and
Equity

Institutional
Integrity

Historical
Acceptance



Key Workplace Culture Change Goals

Race Relations

Goal 1: Positive two-way relationships built on trust and respect exist between Aboriginal and Torres Strait Islander peoples and non-Indigenous people throughout CMBM.

Equality & Equity

Goal 2: Aboriginal and Torres Strait Islander Australians participate equally and equitably in all areas of work and social life.

The distinctive individual and collective rights and cultures of Aboriginal and Torres Strait Islander peoples are recognised and respected throughout CMBM workplaces.

Aboriginal and Torres Strait Islander peoples are active participants in workplace communication and consultation.

Institutional Integrity

Goal 3: Our company and its people actively support all dimensions of reconciliation.



Goal 4: Aboriginal and Torres Strait Islander histories, cultures and rights are a valued and recognised part of our corporate identity and shared workplace culture.

Historical Acceptance

Goal 5: There is organisation wide acceptance of our nation's history and agreement that the wrongs of the past will never be repeated— there is truth, justice, healing and historical acceptance.

About CMBM Facility Services

Our Core Business

CMBM Facility Services (CMBM - Clean, Maintain, Build, Manage) is a well-established Queensland owned and operated private company offering a range of facility services to both public and private sector organisations.

The CMBM Facility Services VISION is to offer a combination of facility services, delivered with superior innovation, cost effectiveness and measurable service outcomes to become the market leader in our field.

Our VISION translates into the CMBM MISSION: "To provide a complete solution to all sectors by intelligently delivering cleaning, maintenance, building and management services whilst generating cost efficiencies and operational benefits for our clients".

CMBM services include commercial and industrial cleaning, grounds maintenance, exterior and interior building maintenance (including pressure cleaning), managing

building and construction projects (including design), renovations, refurbishments and more.

In addition, CMBM provides a suite of Asset Maintenance and Property and Facilities Management Services, enabling clients to focus on their core business while benefitting from the financial and other advantages of outsourcing their facilities services needs to CMBM.

Our people

Through our workforce of service delivery professionals, CMBM aims to be a single source solution for our customers' wide-ranging facility services requirements.

At 30th September 2019 the CMBM workforce stands at 196 people, working at all times of the day and night at clients' sites throughout Queensland.

We recognise the many benefits that diversity within our workforce can deliver and we are

proud to employ people of wide-ranging heritage, from culturally diverse backgrounds. Around three per cent of the current CMBM workforce identify as Aboriginal and Torres Strait Islander peoples. CMBM is committed to increasing the number of Aboriginal and Torres Strait Islander employees and the breadth of roles in which they can contribute to the future success of our business.



Our Aboriginal and Torres Strait Islander employees

Throughout its business history CMBM has employed Aboriginal and Torres Strait Islander peoples in a range of casual, part-time and full-time positions including handy-person and asset maintenance roles; cleaning services roles; and as grounds maintenance team members and team leaders.

At the time of drafting our Reflect Reconciliation Plan, we have six CMBM employees who have identified themselves as members of the Aboriginal and Torres Strait Islander community.

These employees represent around 3.3% of the CMBM workforce, which is reflective of the broader Australian population. CMBM is committed to increasing the participation and contribution of Aboriginal and Torres Strait Islander peoples within its workforce now and in the future.

As part of its recruitment strategy CMBM actively encourages applications for employment from Aboriginal and Torres Strait Islander peoples.



Our geographical reach and office locations

Servicing clients with premises located throughout Queensland and operating in diverse industries including hospitality, aged care, community care, social housing; disability services, resource and infrastructure, retail, education, health and fitness and more.

CMBM currently has administrative centres in locations ranging from Gold Coast along the eastern seaboard to Cairns and this includes offices at Gold Coast, Eight Mile Plains; Sunshine Coast; Bundaberg; Gladstone, Mackay and Townsville.

Our Company has enjoyed steady organic growth through the acquisition of new, extended and repeat service agreements won through consistently delivering high levels of customer satisfaction, ongoing proactive marketing and substantial numbers of client referrals.

Our 'Reflect' Reconciliation Action Plan (RAP)

Why we have developed our Reconciliation Action Plan

CMBM is committed to equality of opportunity and recognises the benefits to our business of diversity and inclusiveness within and throughout our workforce. CMBM recognises that Aboriginal and Torres Strait Islander peoples have a substantial potential contribution to make to our business now and in the future.

As our company continues to grow in size and service offering, we are intent on increasing diversity within our workforce including increasing the number of Aboriginal and Torres Strait Islander employees, the breadth and scope of their contribution to our future success and the opportunities and support we provide to them.

CMBM regards the development and implementation of its Reflect RAP not only as a central component of developing and maintaining an agile, diverse workforce capable of delivering sustainable high performance and productivity now and into the future, but also as a key element of the strategic framework within which we promote and support respectful relationships,

acceptance and understanding of cultural and other differences and through which we will translate our Directors' commitment to fairness, equity and a 'fair go' for all into practical action and tangible, positive outcomes for our employees, our clients and our business.

Achieving organisational wide advancements in the important areas of improving relationships, promoting respect and identifying and making the most of opportunities will be a key component of our diverse and inclusive organisation strategy into the future.



Our reconciliation journey so far

Where practicable and deadlines permit, when opportunities for employment arise through continuing growth of the business or through attrition, CMBM refers to selected employment agencies with which CMBM has established a mutually beneficial working relationship. These Agencies provide practical support to Aboriginal and Torres Strait Islander peoples (and others) to obtain employment.

To optimise the potential for Aboriginal and Torres Strait Islander peoples to find out about employment opportunities with CMBM, we have established an effective working relationship with Incentive Employment and Education who use their well-established communications network to inform hundreds of Employment Services Providers throughout Queensland about such opportunities.

Both CMBM Directors are also Directors of Multhana Property Services, an Indigenous company which provides facility services similar to those delivered by CMBM.

CMBM have and continue to provide practical administrative and other support to Multhana as it works steadily to become

established as a successful small business, regarded as a supplier of high-quality facilities services. This support has included collaborative arrangements and responding cooperatively to invitations to tender for some service delivery agreements.

CMBM is proud to provide practical support to Multhana in the important areas of OH&S, Marketing and HR support, use of and/or transfer of tools and equipment for Grounds Maintenance assignments as well as an administrative office sharing arrangement.

Our Managing Director, Mark Hohn, has completed the accredited 2 day Intensive, face to face `Black Card` cultural education course. CMBM will explore opportunities to benefit further from Black Card cultural education courses as we progress along our reconciliation journey.

On a day to day basis CMBM management and employees work closely with Multhana Property Services in the delivery of services to clients of both organisations.

CMBM intends to continue this important collaborative relationship well into the future to optimise the benefits to businesses, their clients and their respective workforces.



Through the work in this painting, I've been impressed with how CMBM and Multhana have built their relationship. They are already working on reconciliation, not just through communication, but in practical manners and practical applications.

It's been a privilege to paint this painting and learn the story."

Sid Domic

Developing and championing our RAP

Responsibility for implementing the CMBM Reflect RAP is assigned to the Human Resources Manager (HRM) and will be at the heart of the CMBM Workforce Diversity Management Strategy and associated action plans in the future.

The HRM will report regularly to company Directors on progress to plan and is assured of the ongoing support of the Directors in maintaining momentum as the organisation moves steadily towards the development, production and implementation of subsequent Reconciliation Action Plans.

A key component of the implementation of our Reflect RAP will be the establishment and operation of a CMBM RAP Working Group.

CMBM RAP Working Group

To support the implementation of our 'Reflect RAP' and to guide the future development of our follow on 'Innovate RAP', the Directors have given their support to the establishment of the CMBM 'RAP Working Group'.

The RAP Working Group will:

- meet on a regular basis and ensure ongoing momentum of RAP initiatives;
- oversee and monitor progress against agreed S.M.A.R.T. objectives in the RAP;

- provide a forum for discussion and consultation and endorse internal communications regarding our progress;
- actively participate in reconciliation related events and activities (internal and external);
- considering and recommending future initiatives and actions aimed at supporting and promoting our ongoing reconciliation journey;
- act as a conduit for colleagues across the workforce to put forward suggestions, ideas and feedback.

The RAP Working Group will comprise 4 standing members and 4 members appointed through a call for interested parties. It is intended that the standing members will ensure consistency and continuity in steering the work of the Group while the volunteer members may change from time to time to enable others from within the CMBM workforce to become actively involved, thereby engendering wider 'ownership' over time.

Initially the standing members will be:

- Mark Hohn – CMBM Managing Director
- Stuart Pilton – CMBM Human Resources Manager
- Joseph Wallace – General Manager / Director, Multhana Property Services

- An Aboriginal and/or Torres Strait Islander nominee drawn from the workforce

A process will be determined to ensure optimum opportunity for a diverse range of employees and in particular Aboriginal and Torres Strait Islander employees to join the RAP Working Group. We will make the most of available new technology to facilitate the meaningful involvement of geographically diverse employees and others to be involved in RAP Working Group meetings and other key activities via remote access where possible.



Our S.M.A.R.T. Reconciliation Plan



Relationships

Action	Deliverable	Timeline	Responsibility
1) Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. 	Ongoing – Touch point November 19	HR Manager
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	Ongoing – Touch point November 19	HR Manager
	<ul style="list-style-type: none"> Work collaboratively with Multhana Property Services to improve their business through their working relationship with CMBM. 	Ongoing – Touch point November 19	HR Manager
2) Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff. 	April – May 2020	HR Manager
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May - 3 June 2020	RWG members
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	Up to and during 27 May - 3 June 2020	Directors
3) Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all staff and clients and encourage their support in our reconciliation journey. 	Ongoing from September 2019 Touch point November 2019	HR Manager
	<ul style="list-style-type: none"> Identify external stakeholders who our organisation can engage with during our reconciliation journey. 	Ongoing from September 2019 Touch point November 19	HR Manager
	<ul style="list-style-type: none"> Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. 	Ongoing from September 2019 Touch point November 19	HR Manager
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. 	Ongoing from September 2019 Touch point November 19	HR Manager
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 		

Action	Deliverable	Timeline	Responsibility
5) Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<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. 	September 2019 Touchpoint (review) November 19	<i>HR Manager</i>
	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	December 2019	<i>HR Manager</i>
6) Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. Determine and implement CMBM policy and practice guide to ensure appropriate consistent practice regarding Acknowledgement of Country throughout CMBM workplaces and activities. 	Touchpoint (review) January 2020	<i>HR Manager</i>
	<ul style="list-style-type: none"> Draft and implement policy and guidance regarding Acknowledgement of Country; Increase workforce understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	Touchpoint (review) January 2020	<i>HR Manager</i>
7) Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Raise awareness and share information amongst our staff about the meaning of NAIDOC Week. 	November 2019	<i>HR Manager</i>
	<ul style="list-style-type: none"> Introduce our staff to NAIDOC Week by promoting external events in our local area. 	Jan – Jul 2020	<i>HR Manager</i>
	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	7th to 14th July 2020	<i>HR Manager</i>
8) Formalise CMBM policy and practice in relation to Acknowledgement of Country	<ul style="list-style-type: none"> Conduct internal survey to confirm compliance with Acknowledgement of Country and Welcome to Country policy / procedures. 	September 2019 Touchpoint (review) December 19	<i>HR Manager</i>

Action	Deliverable	Timeline	Responsibility
9) Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation. 	November 19	HR Manager
	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	November 2019	HR Manager
10) Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses. 	October 2019 Touchpoint (review) November 2019	HR Manager
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	October 2019 Touchpoint (review) November 2019	HR Manager
11) Increase opportunities for Aboriginal and Torres Strait Islander employees to access accredited training	<ul style="list-style-type: none"> Establish relationships with accredited training providers. 	October 2019 Touchpoint (review) November 2019	HR Manager
	<ul style="list-style-type: none"> Investigate opportunities for funding and other support from State & /or Federal Government. 	October 2019	HR Manager
	<ul style="list-style-type: none"> Identify appropriate accredited training courses and establish internal processes to facilitate access to such training. 	October 2019	HR Manager



Governance, tracking & reporting

Action	Deliverable	Timeline	Responsibility
12) Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Form an RWG to govern RAP implementation. 	September 2019	<i>HR Manager</i>
	<ul style="list-style-type: none"> Draft Terms of Reference for the RWG. 	September 2019 Review October 2019	<i>HR Manager</i>
	<ul style="list-style-type: none"> Establish Aboriginal and Torres Strait Islander representation on the RWG. 	September 2019	<i>HR Manager</i>
13) Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	September 2019	<i>HR Manager</i>
	<ul style="list-style-type: none"> Engage senior leaders in the delivery of RAP commitments. 	Touchpoint November 2019	<i>HR Manager</i>
	<ul style="list-style-type: none"> Define appropriate systems and capability to track, measure and report on RAP commitments. 	September 2019 Touchpoints monthly	<i>HR Manager</i>
14) Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	September 2020 deadline	<i>HR Manager</i>
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 'Innovate' RAP. 	July 2020	<i>HR Manager</i>

Responsibility for action is assigned to the position holders named in the tables above however support will be provided by Directors, Managers, Supervisors, members of the RAP Working Group and other CMBM employees and stakeholders as appropriate.



To find out more about the **CMBM Reflect Reconciliation Action Plan** and our reconciliation journey, please feel free to contact:

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CLEAN MAINTAIN BUILD MANAGE