



RECONCILIATION
ACTION PLAN

INNOVATE



Innovate
Reconciliation Action Plan
February 2024 - January 2026



Acknowledgement of Country

We acknowledge the Traditional Owners on whose land we stand.

We walk, speak and work respectfully on this land.

We acknowledge the Elders past, present and future and their unbroken connection to this land.

Always was Always will be.



Our Vision

Our vision at Moving Mountains is to provide innovative, diverse and inclusive educational experiences that transform lives and build better communities.

Our Mission

The Mission of Moving Mountains is to serve as a conduit to the community by providing innovative educational experiences for all ages and all people in all circumstances. We provide programs that meet workforce professional development, health and wellness interests, creative arts and personal enrichment needs in a culturally sensitive way. We strive to work authentically with people, families and communities to ensure that our programs are meaningful, tangible, and are sustainable.

Our Values

Compassion

We serve everyone with compassion and empathy.

Respect

We are a diverse and inclusive company. We embrace and serve diverse customers. We value differences and equality.

Accountability

We own the decisions made and their outcomes.

Teamwork

We work cohesively and collaboratively.

Integrity

We make ethical, transparent, and well-intentioned decisions.

Innovation

We are creative and find new ways of thinking, learning, and doing.

Honesty

We are upfront and forthcoming with information and insights.

Executive Summary

As an organization, our mission is to do our part to inspire innovation in the way the world treats First Nations people and to achieve immediate and lasting change in their lives. How we absorb this mission into our Reconciliation Action Plan is by inspiring innovation in the way Australia treats all people, especially Aboriginal and Torres Strait Islander people, Culturally Diverse People and the Disabled to achieve both immediate and lasting change in their lives. (This includes Aboriginal and Torres Strait Islander people with culturally diverse heritage and disabilities).

Reconciliation is an ongoing process of establishing and maintaining respectful relationships. A critical part of this process involves repairing trust by making apologies and following through with concrete actions that demonstrate real individual, community and societal change. We understand that reconciliation is a continuous and evolving process. We are firmly committed to bringing our vision to life at every level of our organization and through every aspect of our programs, policy work and related operations.

We recognize and value Aboriginal and Torres Strait Islander people and the cultural diversity of people in Australia. By supporting our Reconciliation Action Plan, it enables us to work in partnership with Aboriginal and Torres Strait Islander people and communities to bring meaningful, tangible, sustainable results to reconciliation through a collaborative and people-centred approach.

Nouha Achmar

Chief Executive Officer

Moving Mountains Pty Ltd

Innovate RAP CEO Statement

Reconciliation Australia commends Moving Mountains on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

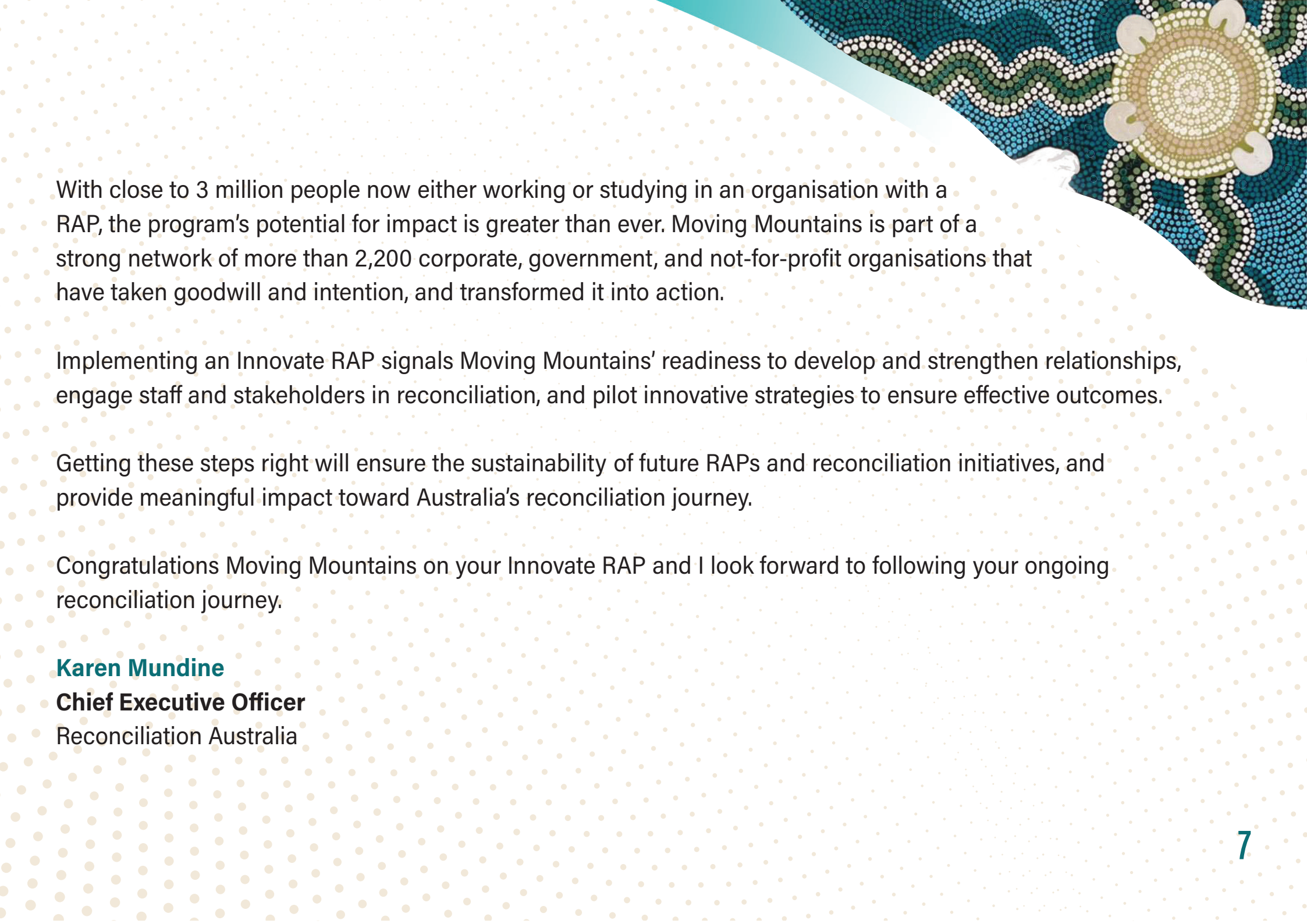
Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

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

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

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





With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Moving Mountains is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

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

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

Congratulations Moving Mountains on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer

Reconciliation Australia



Our Vision for Reconciliation

At Moving Mountains we want a world in which every person attains the right to safety, protection, opportunity, development, and inclusiveness. How we interpret and translate this into our Vision for reconciliation is a reconciled Australia – a nation of equity, respect and partnership, where every person attains the right to safety, protection, opportunity, development, and inclusiveness.

We want to make a widespread impact in advancing reconciliation by co-creating strong, sustainable and respectful relationships with Aboriginal and Torres Strait Islander people; by dedicating resources and making investments that advance knowledge; and by enabling empowerment and equal opportunity for Aboriginal and Torres Strait Islander people to build prosperity for current and future generations.

We want to advance an equitable and inclusive culture where Aboriginal and Torres Strait Islander people have sufficient supports to thrive and achieve their professional goals. We will do this by educating and raising awareness about the shared history of our country, building relationships, and serving as a trusted and active contributor in Aboriginal and Torres Strait Islander communities and organizations to contribute to positive and sustainable socio-economic benefits.

Our Business

Moving Mountains provides school based activities aligned to the 'syllabus'. All the programs we deliver integrate Aboriginal and Torres Strait Islander cultural awareness. Moving Mountains also supports many organisations with professional development on cultural awareness, cultural diversity, inclusiveness and equality in the workplace. Our services include a mentoring component in various context. In Australia, we currently have seven (7) employees, three (3) being Aboriginal people.

Moving Mountains has a strong focus on diversity, inclusivity and equality. This is our strength. We have a diverse workforce and a culture of inclusivity enabling us to meet the needs of our clients. Due to our diverse workforce, we integrate minorities and vulnerable groups making it possible to design and deliver strategies that address historical inequalities. Our approach of inclusiveness makes the communities we serve more ready to collaborate and participate in our initiatives because they feel represented. At present we deliver services in Bankstown, La Perouse and are expanding to Bathurst, Liverpool and Campbelltown. We also deliver services in New Zealand.

Our organisation's sphere of influence includes the schools, childcare centres, rehabilitation centres, community centres and workplaces where we deliver our programs and professional development activities. At present we have 1 location in Bankstown, Australia and 3 in New Zealand. We work with diverse people and cultures including young people who have diverse heritage, including Aboriginal and Torres Strait Islander. Young people we work with are those disengaged from education, training or employment.



Innovate Reconciliation Action Plan

Our RAP

Moving Mountains is developing a Reconciliation Action Plan because we want to make a widespread impact in advancing reconciliation in Australia by co-creating strong mutual respect with Aboriginal and Torres Strait Islander people and the wider community. We want to educate and raise awareness about the shared history of our country, building relationships, and serving as a trusted and active contributor in Aboriginal and Torres Strait Islander communities and organisations by acknowledging the diversity within the Aboriginal and Torres Strait Islander cultures and upholding cultural integrity in a non-tokenistic way. Our Assistant CEO/Cultural Advisor holds the role of RAP Champion.

To date, Moving Mountains has made key achievements in the reconciliation process, the most significant includes the creation of two (2) positions for Aboriginal and Torres Strait Islander people to deliver programmes. Through this process we learned the importance in provision for Mentoring for the new roles to support in building confidence while providing targeted professional development to all staff to support and ensure respect and understanding between all personnel and establishing an organisational culture of respect.

RAP Working Group

The RAP Working Group is made up as follows:

Chief Executive Officer (CEO)

Assistant CEO / Cultural Advisor

Githabul/Widjabul/Wonnarua/ Dhungutti tribes

Aboriginal Artist / Mentor

Githabul/Widjabul/Wonnarua/ Dhungutti tribes

Mentor

Tubba-Gah Wiradjuri tribes

Two (2) Youth Mentors

South Pacific Artist / Mentor

Two (2) Tutors

External Advisory Group consisting of
Aboriginal Elders

Innovate Reconciliation Action Plan

Relationships

Building strong relationships with Aboriginal and Torres Strait Islander peoples and other Australians is fundamental to supporting our vision of “providing innovative, diverse and inclusive educational experiences that transform lives and build better communities.”

We will do this through connecting with Aboriginal and Torres Strait Islander people, Communities and Businesses. We are aware many Aboriginal and Torres Strait Islander young people are culturally diverse and we use this opportunity to connect these diverse cultures for both staff and clients we work with.

To help us achieve our reconciliation goals the Working Party will consist of diverse peoples and will advise and influence the organisation governance continually building on communication, engagement and partnerships.

Innovate Reconciliation Action Plan Relationships

Action	Deliverable	Timeline	Role
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	May 2024	Assistant CEO/ Cultural Advisor
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2024	CEO
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	April 2024, 2025	Artist / South Pacific Mentor
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2024-2025	Mentor
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2024-2025	Aboriginal Mentor
	Organise at least one NRW event each year.	27 May- 3 June, 2024-2025	Assistant CEO/ Cultural Advisor
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2024, 2025	CEO

Innovate Reconciliation Action Plan Relationships

Action	Deliverable	Timeline	Role
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	August 2024	Assistant CEO/ Cultural Advisor
	Review our Staff Induction to include an overview of the RAP as part of staff induction.	July 2024	CEO
	Communicate our commitment to reconciliation publicly.	September 2024	CEO
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	October 2024	Tutor
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	October 2024	Assistant CEO/ Cultural Advisor
	Establish a local RAP group through Reconciliation NSW. We will endeavour to champion reconciliation within the Bankstown area.	August 2024	Assistant CEO/ Cultural Advisor
	Identify cultural specific stakeholders and provide Aboriginal and Torres Strait Islander cultural awareness training in the language of that community.*	November 2024	CEO & Assistant CEO/Cultural Advisor
	Encourage cultural specific organisations to develop a RAP.*	June 2024	CEO

** Note: The area we work in has a high number of Arabic and Polynesian businesses. We will provide Aboriginal and Torres Strait Islander cultural awareness training in their language, and encourage these businesses to understand and develop RAPS.*

Innovate Reconciliation Action Plan

Relationships

Action	Deliverable	Timeline	Role
4. 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.	January 2024	CEO
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	January 2025	CEO
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	January 2025	CEO
	Educate senior leaders on the effects of racism.	February 2025	CEO
5. Ensure that the perspectives of Aboriginal and Torres Strait Islander peoples help to create the development of our programs.	Consistently invite Aboriginal and Torres Strait Islander peoples to work collaboratively with Moving Mountains in creating our school and community based programs.	October 2024	CEO & Assistant CEO/Cultural Advisor
	Every new program will have at an Aboriginal or Torres Strait Islander representation in the development team.	October 2024	CEO & Assistant CEO/Cultural Advisor
	Ensure Aboriginal and Torres Strait Islander peoples are represented in the trial of new programs and are invited to provide feedback.	October 2024	CEO & Assistant CEO/Cultural Advisor

Innovate Reconciliation Action Plan

Respect

Our core values include:

Compassion

We serve everyone with compassion and empathy.

Respect

We are a diverse and inclusive company. We embrace and serve diverse customers. We value differences and equality.

It is of the utmost importance to recognise Aboriginal and Torres Strait Islander people and their cultures, history, knowledge and rights. It is vital to recognise and understand that they are the First Nations of Australia. We are driven to educate our management, staff, clients and stakeholders through professional development opportunities, and significant date activities, internally and externally. By doing this we will successfully gain an understanding, appreciation and awareness of Aboriginal and Torres Strait Islander cultures.

Innovate Reconciliation Action Plan

Respect

Action	Deliverable	Timeline	Role
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	June 2024	CEO
	Provide opportunities for staff to experience Aboriginal and Torres Strait Islander cultures through immersion in local cultural activities.	December 2024	Assistant CEO/ Cultural Advisor
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	July 2024	Assistant CEO/ Cultural Advisor
	Develop, implement, and communicate a cultural learning strategy document for our staff.	January 2025	CEO
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	March 2025	Assistant CEO/ Cultural Advisor
7. Promote positive race relations through anti-discrimination strategies.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	April 2025	Mentors
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	June 2025	Assistant CEO/ Cultural Advisor
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	June 2025	Aboriginal Mentor

Innovate Reconciliation Action Plan

Respect

Action	Deliverable	Timeline	Role
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June 2025	Aboriginal Artist & Mentor
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July	All Working Group
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2024	CEO
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July	Mentor
	Host at least one internal event for NAIDOC Week each year inviting local Aboriginal and Torres Strait Islander Elders.	First week in July	Assistant CEO/ Cultural Advisor
	Include Aboriginal and Torres Strait Islander dates of Significance in Moving Mountains' Annual Events Calendar.	May 2024	Assistant CEO/ Cultural Advisor



Innovate Reconciliation Action Plan Opportunities

Providing opportunities for Aboriginal and Torres Strait Islander people is our passion. We are creating a diverse workforce to ensure Aboriginal and Torres Strait Islander people, minority and vulnerable groups are included in every part of our recruitment and service delivery processes. We ensure we do our part to address Australia's historical inequalities by ensuring Moving Mountains embraces diversity, inclusiveness and equality in all parts of the organisation.

Our approach of inclusiveness makes the communities we serve more ready to collaborate and participate in our initiatives because they feel represented. We will have a strong focus on provision for Aboriginal and Torres Strait Islander Staff to undertake Professional Development opportunities.

Innovate Reconciliation Action Plan

Opportunities

Action	Deliverable	Timeline	Role
9. 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.	June 2024	CEO
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	July 2024	Assistant CEO/ Cultural Advisor
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	January 2025	CEO
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	March 2025	Assistant CEO/ Cultural Advisor
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	March 2025	CEO

Innovate Reconciliation Action Plan Opportunities

Action	Deliverable	Timeline	Role
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	August 2024	Assistant CEO/ Cultural Advisor
	Investigate Supply Nation membership.	August 2024	CEO
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	October 2025	Assistant CEO/ Cultural Advisor
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	October 2025	CEO
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	January 2026	Assistant CEO/ Cultural Advisor
	Investigate Procurement from Aboriginal and Torres Strait Islander Businesses for contracts related to Creative Arts and/or Learning Resources.	December 2024	CEO

Innovate Reconciliation Action Plan Governance

Action	Deliverable	Timeline	Role
11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	December 2024	Assistant CEO/ Cultural Advisor
	Establish and apply a Terms of Reference for the RWG.	March 2024	CEO
	Meet at least four times per year to drive and monitor RAP implementation.	March, June, September, December 2024 - 2026	Assistant CEO/ Cultural Advisor
12. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	April 2024	Tutors
	Conduct an external Cultural Audit of the Moving Mountains and implement any recommendations.	March 2024	Assistant CEO/ Cultural Advisor
	Engage our senior leaders and other staff in the delivery of RAP commitments.	May 2024	Assistant CEO/ Cultural Advisor
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	March 2024	CEO
	Appoint and maintain an internal RAP Champion from senior management.	June 2024	Assistant CEO/ Cultural Advisor

Innovate Reconciliation Action Plan Governance

Action	Deliverable	Timeline	Role
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June Annually	CEO
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	CEO
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	CEO & Assistant CEO/Cultural Advisor
	Report RAP progress to all staff and senior leaders quarterly.	January, April, July, October 2024-26	Assistant CEO/Cultural Advisor
	Publicly report our RAP achievements, challenges and learnings, annually.	December 2024-2026	CEO
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	Assistant CEO/Cultural Advisor
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	January 2026	CEO
	Create a permanent RAP agenda item in Staff and Management Meetings.	May 2024	CEO & Assistant CEO/Cultural Advisor
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	June 2025	CEO & Assistant CEO/Cultural Advisor

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Contributions

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Moving Mountains would like to credit Samantha Garces for creating the artwork and Charbel Achmar for the graphic design and creating our website.