



**Reflect**

RECONCILIATION  
ACTION PLAN

**REFLECT**



The Migas Limited group of brands offers interrelated services in employment, training and recruitment





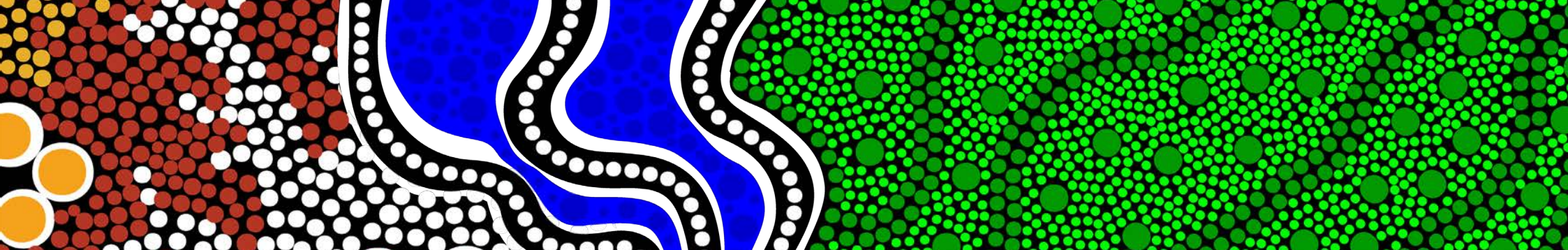
## OUR COMMITMENT

We acknowledge Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the land.

We commit to listening and learning with an open heart and an open mind to continue to grow our collective understanding and awareness.

Through our actions we strive to honour Aboriginal and Torres Strait Islander histories, cultures and traditions.

Our commitment is to find ways to demonstrably and authentically connect with Aboriginal and Torres Strait Islander peoples to grow workforce participation through apprenticeship pathways.



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# A MESSAGE FROM THE ARTIST



**Stephen Hogarth**

I have always been creative...I am sure my parents could tell some good stories about me. I can remember writing my own stories, creating my own entertainment and exploring my surroundings whether it be the backyard or in my case, while growing up on a farm or the bush.

I get my inspiration from our country. As a traveller I've seen most of this country, I get inspired by the people and the land that we take for granted. I like meeting new people, when I worked at Tribal Gallery (February 2005 to July 2007) I met many people from all over the world.

I worked for Footsteps Gallery from 2007 to 2009, which I enjoyed immensely. I have and still am learning a lot from Auntie Nancy Bamaga and Bridget Garay who are amazing women and have done so much for Indigenous culture and people.

The people I meet are very kind and very eager to know about Aboriginal culture and my art works, by talking about my art I keep the Aboriginal culture alive and give people an insight about it.

The main reason I paint is to share with others. I've had such a big response it's hard to believe for me, with paintings in England, America, Ireland, Germany, China, Switzerland just to name a few.

Since 2014 I have been worked with Auntie Nancy Bamaga and her business Nguin Warrup doing exciting projects including Black Drum Arts and Cultural Markets.

A personal highlight for me is being the Artist that designed the Queensland Reds Jersey from 2012 to 2015, and I was chosen as the Artist for the Indigenous Guernsey for the Brisbane Lions

## MEANING BEHIND THE ARTWORK

*Our business is the centre circle. The 'U' shapes are people, that's you. We are reaching out to the community and the community is reaching in.*

*The outer circles are community and travel lines between them.*

*As you can see, they reach to each other but also to the inner circle, these lines go both ways.*

*The other outer circles are the ones that need support, and they will get that soon with our help.*



# FOREWORD

This Reconciliation Action Plan (RAP) is one small step towards reconciliation, and an important milestone for our organisation.

For over 30 years we've employed, trained and developed apprentices and trainees in traditional trades and trades-related industries. We are at the frontline of creating access to employment and learning opportunities around Australia.

Encouraging, nurturing, developing, mentoring...these are the words we use to describe what we do every day. That's why we are perfectly positioned to make a demonstrable impact on the future diversity and inclusion within Australia's workforce.

Guided by this RAP, our intent is to advance access to apprenticeship employment pathways for Aboriginal and Torres Strait Islander peoples.

Through developing respectful partnerships, educating ourselves and others, and taking purposeful actions, we hope to make meaningful progress towards reconciliation.

The journey towards achieving our RAP goals is reflected in our operational business planning and its implementation will be guided by our organisational values.

Championed by the Board of Directors and governed by a committed and talented working group, I'm proud to launch our Reflect Reconciliation Action Plan.



**David Hoey**  
Chief Executive Officer  
Migas Limited





# A MESSAGE FROM RECONCILIATION AUSTRALIA

Reconciliation Australia congratulates Migas Limited on continuing its reconciliation journey by formally endorsing Migas Limited's second Reflect Reconciliation Action Plan (RAP).

Through this plan, Migas Limited continues to play an important role in 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 continues the journey and primes 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 to increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Migas Limited 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 steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Migas Limited on your second Reflect RAP, and I look forward to following your continuing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

# WHO WE ARE

Migas Limited was established in 1988 operating under the brand MIGAS Apprentices & Trainees – a Group Training Organisation (GTO) with a single focus on developing Australian Apprenticeships.

The MIGAS acronym stands for “Manufacturing Industries Group Apprenticeship Scheme”, reflecting the organisation’s specialist area of employing and training apprentices in the manufacturing sector.

Since that time, our organisation has been privileged to support many thousands of apprentices and trainees into a trade careers and worked with some of Australia’s best-known brands to grow and nurture their apprenticeship workforce.

Today, Migas Limited has become a group of brands offering interrelated services in employment, training and recruitment.

In 2017, MiTraining was established as a Registered Training Organisation (RTO) providing boutique, tailored learning and developing programs in leadership, management and enterprise skills. The addition of MiTraining enhanced our ability to offer integrated training services online and face-to-face Australia-wide.

With a workforce of almost 450 employees Australia-wide MIGAS’s team comprises 3% Aboriginal and Torres Strait Islander peoples. As part of our RAP, our aim is to increase this number by implementing a range of programs aimed at attracting and retaining candidates.





# OUR VALUES

## **We stand up for trade apprenticeships**

Our reason for being is to create jobs for apprentices and trainees. Together with our host employers, they sit at the heart of our business. We stand side by side with our apprentices and trainees from commencement to completion.

We take great pride in our knowledge of the Australian Apprenticeships sector, and draw on our expertise to educate, guide and delight our clients, peers, staff and stakeholders.

We leverage our know-how to position ourselves as the leading employer of apprentices and trainees in traditional trades and complementary industries.

## **We celebrate mateship**

Our behaviours and actions embody the character of mateship. What you see is what you get.

We act as one and offer each other unconditional support. We treat others with fairness and trust each other to keep our word. We are adventurous, open-minded and appreciate that our differences are part of what makes us great.

We are sincere, ask for help when we need it, admit to our mistakes, and work to put things right. We don't make false friends and we mean what we say.

## **We do what is right not just what is expected**

We value our co-workers' time and effort, and so we always offer our best work, first time. We build open and honest relationships through communicating.

Together we celebrate each other's successes with understated pride. We give credit where it's due, celebrate diversity and critique ideas, not people. We take personal responsibility for achieving our objectives.

We act professionally and with conviction in our words and actions.

## **We see things through our customers' eyes**

Our customers are our host employers.

We are accountable for the actions we take to create positive and memorable customer experiences, just as our customers expect us to be accountable to their needs.

We approach customer interactions with both physical and mental energy in a way that shows optimism, usefulness and authenticity.

When problems arise, we think about things from the customer's perspective. We act quickly and without blame to resolve issues, find compromise, and create solutions. We work hard at earning our customers' trust and loyalty.

## **We keep each other safe**

Safety is at the heart of our business and shapes the decisions we make.

We talk meaningfully about safe practices and attitudes at every level of the organisation. We give clarity and context to work health and safety to ensure it stays relevant in each of our roles.

For us, safety is not just "ticking a box". We personalise safety outcomes and intimately understand our role in preventing and eliminating risks and hazards, every day. We keep ourselves, each other, our apprentices, trainees and customers safe.



# OUR RAP

This RAP will guide our organisation to take measurable steps toward reconciliation through actions, relationships and delivering on our commitment expressed at the beginning of this plan.

MIGAS and MiTraining can have a real and positive impact by facilitating the employment and training of Aboriginal and Torres Strait Islander people in the Australian trades industry.

Our reconciliation journey will be led by a working group made up of our National Leadership Team. This approach is about harnessing the collective energy and efforts of each part of our business to identify, and act on, opportunities to move us towards reconciliation respectfully and authentically.

## NATIONAL RAP WORKING GROUP

A working group has been established to oversee the commencement of our reconciliation journey.

We will also look to engage a working group member who identifies as an Aboriginal or Torres Strait Islander person to provide valuable input and perspective throughout the implementation of this plan.

The Working Group comprises:

**Raleigh Wallace**, National Programs & Placement Manager  
(Working Group Leader)

**Peita Laws**, National Apprenticeship Services Manager

**Linda Mehan**, Senior Adviser, Safety & Operations

**Belinda Fergusson**, National Finance Manager

**Dana Kennedy**, National IT & Digital Manager

This Reflect Reconciliation Action Plan is endorsed and championed by the Chief Executive Officer and the Migas Limited Board of Directors.



# OUR PARTNERSHIPS AND CURRENT ACTIVITIES

For many years we have fostered partnerships with like-minded organisations to promote inclusion and support for Aboriginal and Torres Strait Islander peoples into the workforce through an apprenticeship pathway.

Our focus has been on engaging with host employer businesses to promote Aboriginal and Torres Strait Islander employment strategies in apprenticeships together with growing staff awareness and competence.

## **Our ongoing initiatives include:**

- Travelling widely to educating rural and remote communities about apprenticeship employment opportunities
- Engaging with Aboriginal and Torres Strait Islander leaders to communicate apprenticeship opportunities in culturally appropriate ways
- Facilitating pre-apprenticeship and employment preparation programs
- Collaborating with our clients to ensure representation of Aboriginal and Torres Strait Islander peoples in apprenticeship intakes
- Celebrating and acknowledging the achievements and personal journeys of Aboriginal and Torres Strait Islander apprentices and trainees through our annual MiScholarship program
- Investment in staff undertaking Cultural Competence training
- Hosting national events during NAIDOC Week including a special presentation by Tony Shaw, Wongutha person and Managing Director of Indigenous Services Australia

## **Moving ahead, and guided by the action plan contained in this RAP, we aim to:**

- Establish a unique apprenticeship mentor program developed and delivered in collaboration with an Aboriginal and Torres Strait Islander supplier
- Assist our host employer organisations to cultivate culturally safe workplaces
- Increase the number of Aboriginal and Torres Strait Islander apprentices and trainees placed within our national host employer network
- Make lasting connections with Aboriginal and Torres Strait Islander community groups and networks
- Discover and highlight the stories of Aboriginal and Torres Strait Islander apprentices as a source of inspiration and truth
- Develop a contemporary framework of policies and practices that underpin these initiatives





# OUR ACTION AREAS

A RAP program is designed to turn good intentions into real action achieved by setting realistic goals and being accountable for their implementation. Our RAP is guided by Reconciliation Australia's four action areas of Relationships, Respect, Opportunities and Governance & Reporting.

## RELATIONSHIPS

Action	Deliverable	Responsibility	Timeline	Progress
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	National Programs & Placements Manager	March 2022	Completed March 2022
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to staff.	Marketing Manager	May 2022	Completed May 2022 and May 2023
	RAP Working Group members to participate in an external NRW event.	National Programs & Placements Manager	27 May to 3 June 2022	Completed June 2022 and June 2023
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	Chief Executive Officer	27 May to 3 June 2022	Completed June 2022 and June 2023
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	Chief Executive Officer	January 2022	Completed in 2022 and 2023
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	National Programs & Placements Manager	March 2022	Completed March 2022
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	National Programs & Placements Manager	April 2022	Completed May 2022
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	Senior Adviser, Operations & Safety	May 2022	Completed September 2022
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Senior Adviser, Operations & Safety	May 2022	Completed September 2022

# OUR ACTION AREAS

## RESPECT

Action	Deliverable	Responsibility	Timeline	Progress
5. Increase understanding value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	National Programs & Placements Manager	March 2022	Completed March 2022
	Conduct a review of cultural learning needs within our organisation.	Senior Adviser, Operations & Safety	February 2022	Completed February 2022
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	National Programs & Placements Manager	June 2022	Completed June 2022
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	National Programs & Placements Manager	June 2022	Completed June 2022
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst staff about the meaning of NAIDOC Week.	Chief Executive Officer	July 2022	Completed July 2022 and July 2023
	Introduce staff to NAIDOC Week by promoting external events in our local area.	Marketing Manager	July 2022	Completed July 2022 and July 2023
	RAP Working Group to participate in an external NAIDOC Week event.	National Programs & Placements Manager	July 2022	Completed July 2022 and July 2023



# OUR ACTION AREAS

## OPPORTUNITIES

Action	Deliverable	Responsibility	Timeline	Progress
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	National Programs & Placements Manager National Apprenticeship Services Manager Senior Adviser, Operations & Safety	February 2022	Completed February 2022
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Senior Adviser, Operations & Safety	February 2022	Completed February 2022
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	National Finance & Operations Manager	June 2022	Completed June 2022
	Investigate Supply Nation membership.	Executive Officer	July 2022	Completed July 2022

# OUR ACTION AREAS

## GOVERNANCE

Action	Deliverable	Responsibility	Timeline	Progress
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation.	Executive Officer	January 2022	Completed January 2022
	Draft a Terms of Reference for the RWG.	National Programs & Placements Manager	February 2022	Completed February 2022
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	National Programs & Placements Manager National Apprenticeship Services Manager	March 2022	Completed March 2022
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	National Programs & Placements Manager National Finance & Operations Manager	January 2022	Completed January 2022
	Engage senior leaders in the delivery of RAP commitments.	Chief Executive Officer	March 2022	Ongoing at RAP Quarterly Meetings
	Define appropriate systems and capability to track, measure and report on RAP commitments.	National Programs & Placements Manager	March 2022	Ongoing in RWG Meetings
12. Continue our reconciliation journey by finalising our next RAP.	Review and summarise progress made against objectives. Consider future objectives for following year. Submit to Reconciliation Australia for review and feedback.	National Programs & Placements Manager	September 2022	Completed September 2022 and September 2023
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Executive Officer	30 September 2022	Completed September 2022 and September 2023



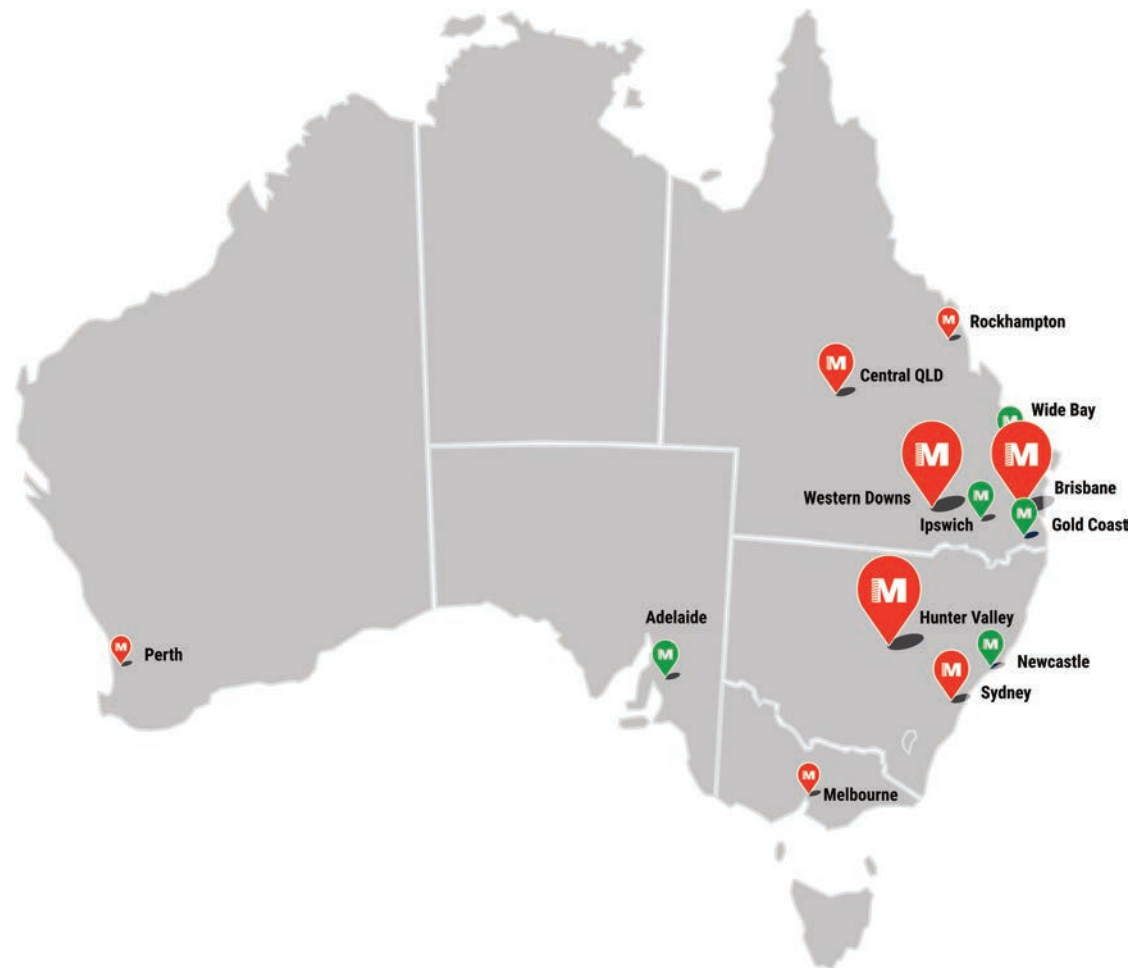
# CONTACT AND LOCATIONS

## WORKING GROUP CONTACT

Raleigh Wallace  
National Programs & Placements Officer  
07 3868 1815  
[support@migas.com.au](mailto:support@migas.com.au)

## NATIONAL FOOTPRINT, REMOTE REACH

From our community origins MIGAS has grown a national footprint, making a difference across metropolitan, regional and remote Australia.







Artwork by Stephen Hogarth

**GET IN TOUCH**

1300 464 427  
enquiries@migas.com.au

MIGAS Apprentices & Trainees: [www.migas.com.au](http://www.migas.com.au)  
MiTraining: [www.mittraining.edu.au](http://www.mittraining.edu.au)



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