



REFLECT

Reconciliation Action Plan:
O'Connor Marsden
& Associates (OCM)

July 2024 – June 2025

Honouring diversity, fostering respect





Acknowledgement of Country

To begin our Reconciliation Action Plan, we wish to respectfully acknowledge First Nations peoples, the Traditional Owners and Custodians of the lands across Australia, where many of OCM's team live and work. We deeply acknowledge their continuing connection to land, waters and communities, while also paying our respects to Elders, both past and present.

July 2024 – June 2025

Reconciliation Action Plan

REFLECT



Reconciliation Australia foreword

Reconciliation Australia welcomes O'Connor Marsden & Associates Pty Ltd (OCM) to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

OCM joins a network of more than 2,500 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 close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables OCM to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations OCM, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Reconciliation Action Plan (RAP) artwork

The artwork that carries throughout this RAP was completed by Aboriginal artist, Christie Jacobs who was commissioned to create a visual representation of the start of our RAP journey.

"In creating this artwork, Christie skilfully weaves together eight smaller circles to portray OCM's diverse tapestry of locations, people, and communities. The central circle, a testament to collaborative and respectful communication, portrays a gathering space where Aboriginal and Torres Strait Islander, alongside non-Indigenous communities seamlessly unite to show respect, share stories, and foster understanding. In the backdrop, hands symbolise the unity that emerges through collaborative effort, embodying the essence of teamwork. The intricate lines lead us on a journey, navigating through mountains and valleys, where unbroken, resilient lines symbolise the enduring mutual respect that binds offices and communities alike."

Sarah Mullins, RAP Sponsor Partner.

About the artist

Christie Jacobs is a very proud Aboriginal woman. A descendant of the Yidinji Mallanbarra Nation – they are the Rainforest People of far North Queensland. Christie was born on Larrakia Country in Darwin and continues to call the Northern Territory home today.

A well-respected contemporary Aboriginal artist, Christie has been creating works of art from the age of 15, gifting her grandfather with her very first piece. She draws inspiration for her paintings from her life story, family, culture, and faith. Christie has a deep connection to the land and always finds herself admiring the beauty, the colours, the contrast set in the evenings, bringing to life her ideas and creativity as she translates it onto canvas.

Christie has a deep passion when being privileged to write your story on canvas. Christie says, "I really get to bring peoples story to life with colours, not any colour but their favourite colours making the art piece unique and deeply personal".





Our vision for reconciliation

I am proud to present the inaugural Reconciliation Action Plan (RAP) for O'Connor Marsden & Associates (OCM).

This RAP reflects the vision of OCM for a more interconnected and sustainable future. Our aim is to create an enduring legacy and positive influence on our people, industries, and communities. As a community embracing diverse talents and cultures, we firmly believe in the transformative power of inclusion and diversity within our workplace.

People and connection are at the heart and soul of our business. This RAP is the blueprint for how we will engage with and contribute to enhancing opportunities for Aboriginal and Torres Strait Islander peoples, while also promoting cultural awareness, and education for non-Aboriginal and Torres Strait Islander Australians. We strive to act ethically across all facets of our operations, providing learning opportunities to educate our staff and business partners to create positive change. Our resolve is to cultivate a corporate culture that champions diversity, equality, and respect.

In 2022 and 2023, OCM has had the honour and privilege on working with two of our university clients on significant Aboriginal and Torres Strait Islander projects. Through these projects we have observed the need to ensure First Nations peoples, who are the Traditional Custodians of this country, are actively involved in the design and development of places which celebrate the built and nature environment.

At OCM, we are actively investigating Aboriginal and Torres Strait Islander employment pathways (e.g., traineeships or internships) and will seek to leverage from our relationships with key clients in the University sector to identify ways in which these employment opportunities can be offered. Furthermore, we are committed to diversifying our own supply chain and continuing to support Aboriginal and Torres Strait Island-owned businesses.

Our efforts towards reconciliation would not have been possible without the dedication of our RAP Working Group. I would like to take this opportunity to acknowledge the members for their commitment in bringing together ideas and actions through consultation with our First Nations Consultant, Janelle Brown. Janelle is a Bundjalung woman from Grafton and contributed through enhancing OCM's understanding of the RAP leading to it being a more authentic, purposeful plan.

We look forward to delivering meaningful outcomes as we begin walking this journey together.

Pamela Robertson-Gregg
Managing Partner
OCM

Our business

OCM is one of the fastest growing professional service providers within Australia where the difference is our people. We provide a comprehensive suite of Assurance, Digital Assurance, Governance, Grants Administration, Probity, Procurement and Workplace Investigation services across a diverse range of industry sectors nationwide.

At OCM we have a team of more than 120 professionals spread across eight offices nationwide. Our teams are diverse in age, ethnic and educational background. We offer a diverse range of professional services across various industries. Our primary focus is on delivering services to government. We take great pride in our independence and are committed to providing conflict-free advice. We are currently unaware of any staff who identify as an Aboriginal and/or Torres Strait Islander person.

Our eight offices are in regions that reside on the Traditional Lands of Aboriginal and Torres Strait Islander peoples:

- Sydney, situated on the lands of the Gadigal people of the Eora Nation
- Melbourne, located on the lands of the Wurundjeri people, part of Kulin Nation
- Brisbane, positioned on the lands of the Jagera and Turrbal peoples
- Canberra, located on the lands of the Ngunnawal people
- Adelaide, situated on the lands of the Kaurna people
- Hobart, positioned on the lands of the Muwinina people
- Parramatta, located on the lands of the Burramattagal people of the Darug clan
- Wollongong, situated on the lands of the Dharawal people

Our organisation's reach goes far beyond these office locations as we work on projects situated on a variety of traditional lands, establishing connections with Aboriginal and Torres Strait Islander communities across diverse territories.

Over the last seven years, OCM has worked with the NSW Indigenous Chamber of Commerce (the Chamber) as an Impact Partner. During this time, we have worked together on a number of procurement consultancies, such as:

The Department of Industry and Environment	Working with the Chamber to develop an Aboriginal procurement plan for the Department
Catholic Cemeteries	Working with the Chamber to undertake an Aboriginal spend analysis.

Many of our team have also worked alongside Aboriginal and Torres Strait Islander peoples on various projects. Examples of this project work include:

Indigenous Centre of Excellence Western Sydney University	Providing probity services and working alongside the team at Western Sydney University on the National Design Competition for the Indigenous Centre of Excellence.
National First Nations College University of Technology Sydney	Providing probity advice to the University for the two stage Design Competition for the selection of the Winning Design for this Project, which is the first of its kind in Australia.
The Cutaway at Barangaroo update Infrastructure NSW	Providing probity advice to multiple procurement activities for this project, which has included the selection of the Lead Designer. As part of this process, there was significant importance on Designing with Country noting the cultural significance of this site to First Nations peoples.
Aboriginal Languages Trust	OCM worked with the Trust when it was established for the development of the governance structure as well as providing probity services on the process for the selection of the Aboriginal Languages Community Advisory Group members.
Department of Environment	Working with the Department providing probity advice for the Aboriginal Fishing Fund over four years.
Health Provider Qld	Assessing the effectiveness of the Aboriginal and Torres Strait Island health plans, projects and activities in delivering against targets details in the Closing the Gap and MakingTracks initiatives, as well as the progress on the Strategic Action Plan to improve Aboriginal and Torres Strait Islander health outcomes.
Hymba Yumba Independent School Qld	Providing internal audit services to the school, including reviews over budget management, financial management, financial and administrative functions, and data analytics over expenditure and payroll data.
Yumba Meta Housing Association Qld	Providing internal audit services to the association, including reviews over the diversionary centre, alcohol and drug dependency programs, housing program and accommodation services, domestic violence services, business continuity and corporate governance.
Health Provider Qld	Assessing services and responses to address First Nations mental health. (Working alongside a First Nations consultant on this review.)

OCM's purpose and mission are to make a positive impact on our colleagues, clients, profession, and communities.

Our values

At OCM, our values outline the expectations we have for the way we interact with each other, our clients and the community. We recognise the significance of respect as a key principle that underpins our company's culture. This recognition is especially important in the context of reconciliation, which involves all Australians working in partnership with Aboriginal and Torres Strait Islander peoples to build mutual, positive, and respectful relationships.

At the heart of our company's ethos is the acronym R.E.S.P.E.C.T., which serves as a guiding principle for all our actions.

These values shape our daily conversations, inform our decision-making processes, and influence our relationships with clients and the community. By actively incorporating these values into our business operations, we strive to create an inclusive and supportive environment for all individuals. We firmly believe that treating others with respect is not just the right thing to do, but also a crucial element for fostering a positive work environment, building strong relationships with our clients, and contributing to the well-being of the communities we operate in.



R.E.S.P.E.C.T



Respectful
We respect our people, our clients & our communities



Empower
We empower to grow the business, grow the team, grow one another's skill



Stay Safe, Be Well
We care for each other and actively promote well-being and safety



Promote Integrity
We are honest, open, ethical and fair



Evolve through innovation
We innovate to continually make a positive difference



Celebrate
We celebrate and reward success



Teamwork
Together we achieve so much more`

Our RAP

Incorporating a RAP into our OCM framework seamlessly aligns with our established core values and reflects a logical evolution for us. OCM provides a wide range of professional services across Australia to support our clients in anticipating and responding to the complexities and challenges of the modern workforce. As we continue to grow and expand across Australia and different industries, we recognise the many opportunities to employ and partner with Aboriginal and Torres Strait Islander peoples.

As an Australian professional services firm, we have a responsibility to do what we can in our sphere of influence to contribute to Australia's reconciliation journey. This is something that is important to our clients, our people, and the communities we operate in. It is about growing as a firm, as a community and as a nation, bringing people and communities together

We recognise the importance of playing our part in reconciliation through the development and implementation of this RAP, with Sarah Mullins, Partner OCM acting as our dedicated RAP Sponsor. Crafting our RAP serves as a tangible demonstration of our unwavering dedication to reconciliation, fostering meaningful relationships and connection with Aboriginal and Torres Strait Islander communities, and advocating for social equality and inclusivity.

Through the RAP, we aim to foster a deeper understanding of Aboriginal and Torres Strait Island cultures, histories, and perspectives. We will engage in meaningful dialogue and build relationships based on trust and mutual respect.

The development of a RAP is an opportunity for OCM to strengthen its reputation as a socially responsible and ethical organisation, showcasing our unwavering dedication to reconciliation and making a positive impact. This sends a clear message to our staff, clients, stakeholders, and the broader community about our commitment to fostering positive change.

We are in the Reflect RAP phase, beginning our reconciliation journey and laying the groundwork for establishing connections and relationships, fostering respect, and cultivating opportunities with Aboriginal and Torres Strait Islander peoples, communities, businesses. Our primary goal is to begin by deep listening and then in turn educating our people about the significance of reconciliation and truth. This includes a commitment to integrating these principles into our company's operations including consulting, sustainability initiatives, employment programs and pathways within our business.

Our RAP Working Group

The development of the RAP was driven by a core group of passionate OCM team members, dedicated to fostering transformation.

We have established a RAP Working Group which is the key group responsible for implementing the RAP. The group consists of Sarah Mullins, Partner as our dedicated RAP Sponsor, Rochelle Kirk, Principal, and Maria Koumoukelis, Business Project Manager. In addition, our RAP is supported by the OCM Leadership Team.

Under the guidance of our Leadership Team and RAP Working Group, we are aiming to turn good intentions into positive actions and strengthening our connections with First Nations peoples.

We would like to acknowledge consultation with our First Nations Consultant, Janelle Brown. Janelle is a proud Bundjalung woman from Grafton and contributed through enhancing OCM's understanding of the RAP which led to a more authentic, purposeful plan.



Relationships

OCM recognises that relationships are absolutely vital as we are a people business.

Action	Deliverable	Timeline	Responsibility
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 national practice area.	July 2024	Lead: RAP Sponsor partner Support: Principal
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2024	Principal and Business Project Manager
Promote reconciliation through our sphere of influence.	Publish our RAP on the OCM website	August 2024	Business Project Manager
	Communicate our commitment to reconciliation to all staff.	August 2024	Managing Partner
	Include written material on OCM’s commitment to Aboriginal and Torres Strait Islander engagement and our RAP in our new staff induction pack.	September 2024	Business Project Manager
	Identify external stakeholders that our business can engage with on our reconciliation journey.	October 2024	Principal
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	November 2024	Principal
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	December 2024	Business Project Manager
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	February 2025	Business Project Manager
	Raise awareness on what constitutes appropriate behaviour in the workplace, including the negative impact of discriminatory and racist behaviours.	March 2025	RAP Sponsor partner
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	May 2025	Business Project Manager
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2025	RAP Sponsor Partner
	RAP Working Group members to participate in an external NRW event.	27 May -3 June 2025	RAP Sponsor partner

Respect

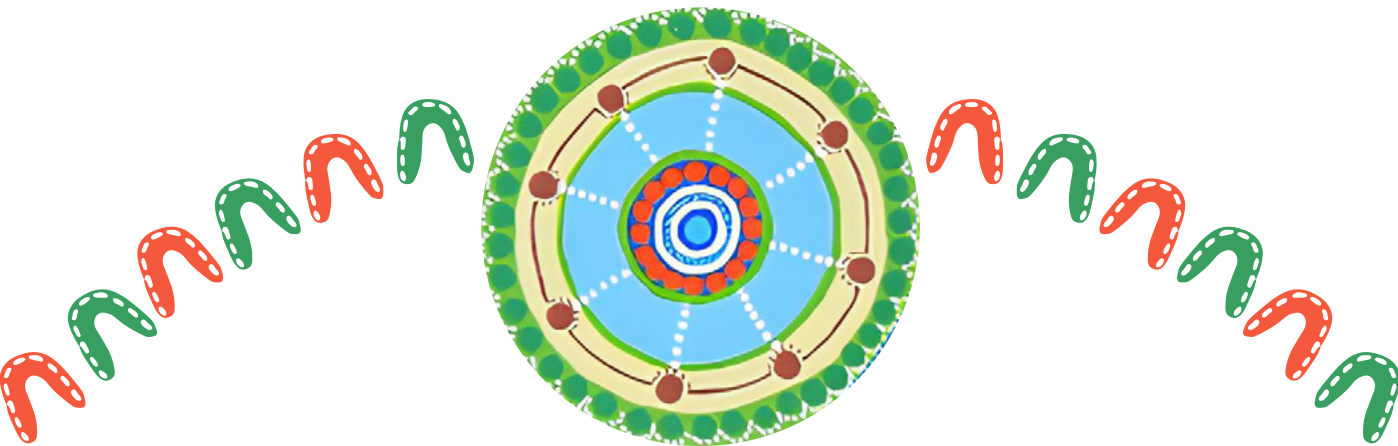
Acknowledging and paying due respect to Elders past and present, recognising Aboriginal and Torres Strait Islander peoples as Australia’s First Nations peoples.

Action	Deliverable	Timeline	Responsibility
Increase staff understanding of the value and importance of the Uluru Statement from the Heart	Share ‘Introducing the Uluru Statement from the Heart’ YouTube video to our people to give insight into the meaning.	July 2024	RAP Sponsor Partner
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a timeline for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	August 2024	Lead: Principal Support: Business Project Manger
	Conduct a review of cultural learning needs within our organisation.	August 2024	Business Project Manager
	Develop a calendar of significant Aboriginal and Torres Strait Islander dates to be shared regularly.	September 2024	Principal
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 areas.	August 2024	Lead: Principal Support: Business Project Manger
	Increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	August 2024	Lead: Principal Support: Business Project Manger
	Update OCM email signature with RAP artwork and Acknowledgement of Country.	October 2024	Business Project Manager
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2025	Business Project Manager
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2025	Principal
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2025	RAP Partner sponsor

Opportunities

Education and employment underpin vast benefits to empowering Aboriginal and Torres Strait Islander peoples, especially for health and wellbeing, social and economic outcomes.

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander employees to inform future recruiting and professional development opportunities.	December 2024	Business Project Manager
	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	February 2025	Lead: Principal Support: Business Project Manger
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.	October 2024	Business Project Manager
	Investigate Supply Nation membership	November 2024	Business Project Manager
	Develop a list of Aboriginal and Torres Strait Islander suppliers.	February 2025	Principal



Governance

Tracking progress and reporting.

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	July 2024	RAP Sponsor Partner
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	February 2025	RAP Sponsor Partner
	Review Terms of Reference for the RWG annually.	June 2025	RAP Sponsor Partner
Provide appropriate support for effective implementation of RAP commitments.	Maintain a senior leader as RAP Sponsor to champion our RAP internally.	July 2024	RAP Sponsor Partner
	Define resource needs for RAP implementation.	July 2024	RAP Sponsor Partner
	Engage senior leaders in the delivery of RAP commitments.	August 2024	RAP Sponsor Partner
	Define appropriate systems and capability to track, measure and report on RAP commitments.	September 2024	Principal
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	Business Project Manager
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Business Project Manager
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	Business Project Manager
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	May 2025	Business Project Manager



Contacts

Sarah Mullins

Partner

☎ 1300 882 633

✉ smullins@ocm.net.au

Maria Koumoukelis

Business Project Manager

☎ 1300 882 633

✉ mkoumoukelis@ocm.net.au

