



REFLECT Reconciliation Action Plan

January
2022–2023



Lake Maintenance Pty Ltd

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ACKNOWLEDGEMENT OF COUNTRY



Lake Maintenance acknowledges and pays respect to the Traditional Custodians and Elders of Country throughout Australia and acknowledges the continuing connection to land, waters and community.

We pay our respects to the people, the cultures, and the Elders past, present and emerging.



LAKE MAINTENANCE

CEO Statement

I am so proud and excited to introduce our Lake Maintenance Reflect Reconciliation Action Plan. It is important for me and our staff to have a company which appreciates and respects the knowledge, experience and understanding that Aboriginal and Torres Strait Islanders can bring to non-Indigenous Australians' lives.

The many skills that have been forged for thousands of years by our Indigenous Australians, in a country that is both harsh and beautiful, should be appreciated by all Australians. Their guardianship and tenacity to manage the land for agriculture, hunting, townships, commerce, governance, gatherings, and ceremonies to name but a few, is outstanding and should never be forgotten.

We celebrate the uniqueness of our Aboriginal and Torres Strait Islander people and their innovativeness to be the guardians of this amazing land we all call home.

At Lake Maintenance we would like to help our people and those around us understand the plight of our indigenous people so that we can help move everyone towards reconciliation. It is only with information and understanding that people can see the full picture.

We are interested in people from all nations and tolerant of all beliefs and that will enable us to bring people together to form an inclusive, diverse and interesting group, who will have a better understanding of all communities. It will help us forge a stronger path and mindset so that all Indigenous Australians have the same opportunities as non-indigenous Australians.

It is important for Lake Maintenance to work with our Aboriginal and Torres Strait Islander people and communities to help form a strong and committed route to better standards of living and equal opportunities.



We will improve race relations, equality and equity, institutional integrity, unity and historical acceptance within our organisation—and from that, look forward to the five dimensions of reconciliation transferring to other businesses, individuals and communities.

Ricci Schwarzler

CEO

Lake Maintenance Pty Ltd

INTRODUCTION

From Lake Maintenance Senior Management

On behalf of the senior management team, I am pleased to introduce Lake Maintenance's Reflect Reconciliation Action Plan (RAP). This plan is an important formal statement of our commitment to reconciliation.

It represents our pledge to contribute to the social changes that are needed to shape a future in which Aboriginal and Torres Strait Islander peoples share in a fair, prosperous and rewarding future.

This is our first step in our reconciliation journey. It will assist us to build the strong foundations and form the resilient relationships we need to prepare us for reconciliation initiatives in successive RAPs as we work towards our vision for reconciliation. One that ensures Aboriginal and Torres Strait Islander peoples live a life with equitable opportunities in homes that are safe and secure in communities which are truly inclusive and resilient.

It has been developed by a group of passionate employees from across the organisation and we will extend exposure of this important piece of work to include all team members company wide.

It outlines how, the services we provide, the workplaces we create and partnerships we build will

contribute to the five core aspects of reconciliation; race relations; equality and equity; institutional integrity; unity and historical acceptance.

Thanks must also go to Reconciliation Australia for their assistance and support in the development of our Reflect RAP. We look forward to further strengthening our relationship with Reconciliation Australia and reporting progress against our commitments. We acknowledge that there is a long way to go to achieve true reconciliation, but we are firmly committed to play our part in the journey. Each step we make will contribute to building respectful, honest and real relationships with Aboriginal and Torres Strait Islander peoples.

Mike Shade
Lake Maintenance Pty Ltd

RECONCILIATION AUSTRALIA

CEO Statement

Reconciliation Australia welcomes Lake Maintenance to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

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Lake Maintenance joins 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 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 Lake Maintenance 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 Lake Maintenance, 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



THE ARTISTS

Yilpi & Damien Marks

South Australia



Title: My Country
Medium: Acrylic on linen
Year: 2019

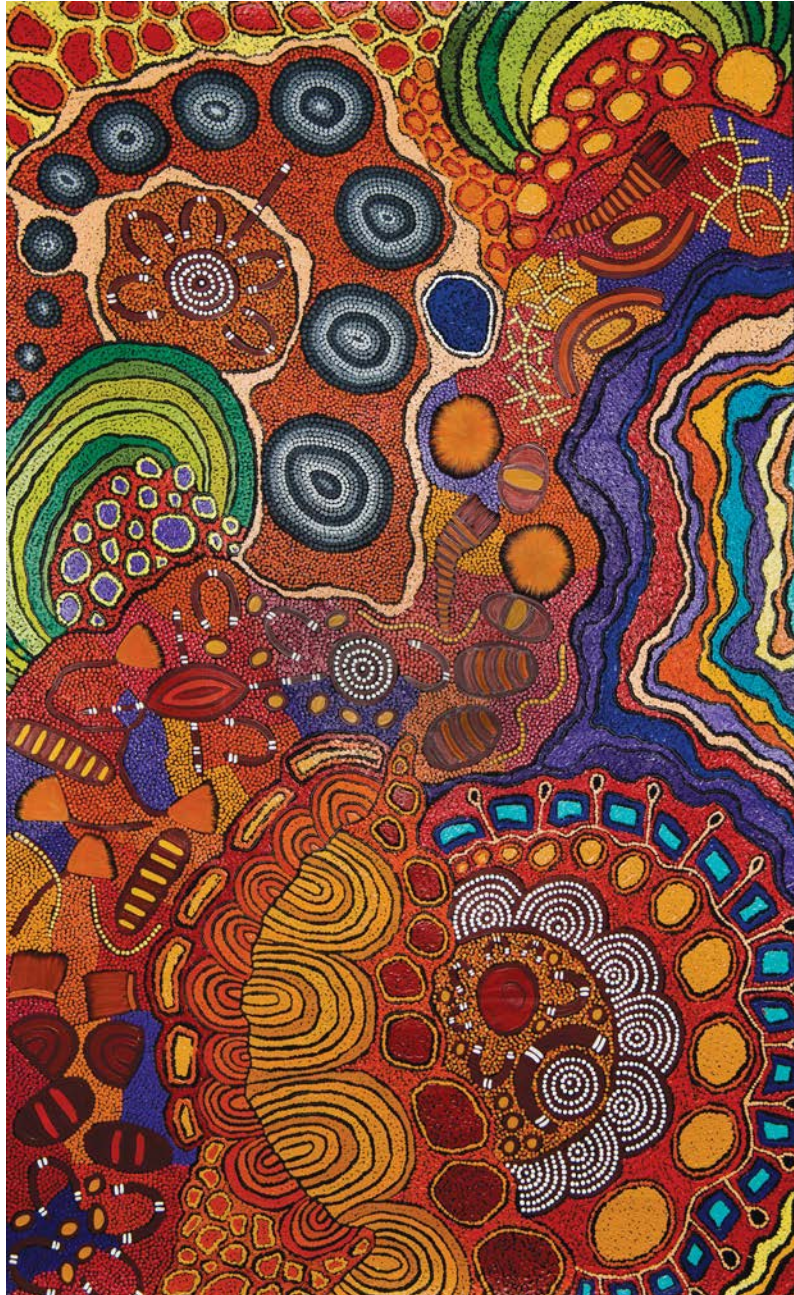
Biography:

Damien Marks was born in Haasts Bluff in the Northern Territory in 1967. He later moved to Papunya with his family where he was taught painting by the well-known Clifford Possum, Billy stockman and Uta Uta Jangala who taught him dreamtime stories at an early age. Damien is now a respected Ngurratjuta artist and is married to highly talented artist Yilpi Marks.

Yilpi Marks was born in Ernabella in 1969. She was taught dreamtime stories by her grandparents and her parents. Her mother's name is Tjulkiwa Atira-Atira and her father's, Michael Atira-Atira (deceased). Both parents being very talented artists have their artworks held by the State Gallery of South Australia and the NGA.

Yilpi married Damien Marks and they lived in Damien's country near Papunya before moving to South Australia. Together they often paint the ceremonies conducted by their people. Their paintings detail the ceremonial body paint designs, the ceremonial tools and other bodily adornments. They paint in a method typical of the Western Desert painters using dots to construct intimate knowledge of the landscape, painted from an aerial view.

They now reside in Alice Springs and paint together regularly. They are passionate about preserving their culture through their artworks.



Featured painting and story

My Country

This collaborative painting by husband and wife, Yilpi and Damien Marks is a rich depiction of ceremonial practice.

Painted from a topographic point of view looking down on the land and the ceremony, this painting details the adornments worn by the people, body paint designs and the various ceremonial tools.

Often during ceremony, the elders would teach the younger generation providing them with important cultural and survival knowledge.

The men who travelled with the women would sit on the outskirts as guardians to protect the women during ceremonies.

We acknowledge and thank Yilpi and Damien for granting us permission to reproduce their work featured throughout our RAP document.



OUR BUSINESS

LAKE MAINTENANCE

Our Business

Now Australia's largest privately owned maintenance company, we work with Public Housing, Community Housing, government authorities and Insurance organisations across the country to provide maintenance services some of the most vulnerable people in Australia.

Lake Maintenance provides maintenance services to more than 50,000 properties across New South Wales, South Australia, Western Australia and Queensland. We undertake 200,000 work orders and coordinate 300,000 trade movements each year. Working collaboratively with our clients, our business model allows us to be proactive in our maintenance, resulting in reductions in responsive works and savings across the board.

Our collaborative approach to working with governments, the private sector, and with our partners and the community leads to innovative solutions delivering exceptional outcomes across the community.

Our staff have the empathy required to support social housing tenants and our systems are tailored to the needs of our clients. Lake Maintenance is an organisation that never stops innovating to achieve its bold vision: Australia's best housing maintenance company. Big enough to deliver, close enough to care, always innovating.

Lake Maintenance employs more than 120 employees across Australia with a keen focus on delivering opportunities to the local community. A key focus in providing opportunities to local small contracting businesses to build their skills and resources.

We employ 5 Aboriginal and/or Torres Strait Islander staff. Through our model of utilising local subcontractors, Lake Maintenance employs a further 241 Aboriginal and/or Torres Strait Islander peoples.

Lake Maintenance currently has operations across 4 states, those being QLD, NSW, SA and WA.



Our offices for each state as below:

NSW Head Office

Unit 2A/8 Reliance Drive
Tuggerah NSW 2259

NSW Campbelltown Office

Suite G1, 159 Queen Street
Campbelltown NSW 2560

NSW Newcastle Office

298 Hillsborough Road,
Warners Bay NSW 2282

QLD Office

11 Blanck Street
Ormeau QLD 4208

SA Office

108-110 Mooringe Avenue
North Plympton SA 5037

WA Office

27/52 Rollinson Road
North Coogee WA 6163

The background of the image is a solid yellow color with a subtle, wavy wood grain pattern. The pattern consists of concentric, slightly irregular lines that flow across the frame, creating a textured, organic appearance.

OUR RAP

LAKE MAINTENANCE

Our RAP

Lake Maintenance's RAP is a public demonstration of our commitment to developing long-term, beneficial, and mutual partnerships with Aboriginal and Torres Strait Islander peoples and communities.

The driving force behind the Lake Maintenance business is to provide a beneficial service to the community and those in need. By committing to the RAP, it will provide clear and realistic targets for all employees to contribute towards our approach to reconciliation. We believe in making long term commitments, developing meaningful and sustainable relationships and building beneficial outcomes with Aboriginal and Torres Strait Islander communities.

Lake Maintenance will engage with Traditional Owners in ways that are inclusive, respectful, fair, and culturally appropriate. The business will review our partnerships with local subcontractors, suppliers, increase our training and knowledge and employment opportunities for Aboriginal and Torres Strait Islander peoples.

To achieve our goal, we will engage with our workforce and external contacts collaboratively through inclusion, understanding and appreciation

of Aboriginal and Torres Strait Islander cultures and histories. Focusing on the key areas of subcontractors/suppliers/Aboriginal and Torres Strait Islander businesses, training and cultural education and employment strategies. With a holistic approach the benefits will cross over into the community as well as our organisation.

Lake Maintenance's commitment to developing a meaningful RAP is highlighted by the business owner, Ricci Schwarzler, eagerly undertaking the role of RAP champion.

To date Lake Maintenance has taken an informal approach to reconciliation and Aboriginal and Torres Strait Islander engagement. Working within the communities which we work and deliver our services and supporting local providers and housing tenants where possible. Our focus has been on local engagement to benefit the communities and partnering with trade contractors to supply maintenance works. Building these businesses through work opportunities and guiding them to engage Aboriginal and Torres Strait Islander peoples. Lake Maintenance also focus on employment opportunities and provide these opportunities to suitable candidates. Again, sourcing where possible from the communities which we work in.



OUR PARTNERSHIPS

LAKE MAINTENANCE

Our Partnerships & Current Activities

Lake Maintenance has several internal departments which play a part in engagement and reconciliation of Aboriginal and Torres Strait Islander peoples.

Our Procurement team actively reviews and looks for Aboriginal and Torres Strait Islander businesses and highlights these to the business managers to ensure—where possible—they are utilised in delivering our maintenance services.

A sustainable, mutually beneficial partnership with Aboriginal and Torres Strait Islander businesses is our goal.

The Learning and Development team have rolled out cultural awareness training across the business and are currently looking at providers to engage with to provide a further in-depth cultural awareness training program. This program will be delivered by Aboriginal and Torres Strait Islander business.

We believe in a culturally aware and educated workplace.

The Human Resource team are always actively looking for Aboriginal and Torres Strait Islander peoples to join our Lake Maintenance team. We believe in a culturally diverse team.

With diversity comes understanding, knowledge, experience, and excellence. Greater understanding and knowledge within the team allows for strategies and discussions on how we deliver our services.

The HR team have set activities throughout the year, acknowledging National Reconciliation Week and NAIDOC Week.



OUR COMMITMENTS



Relationships



Respect



Opportunities



Governance



RELATIONSHIPS



RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
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.	June 2022	Contract Managers in each State of Operations
	• Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2022	National HR Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	June 2022	National HR Manager
	• RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2022	Business Development 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 2022	Business Development Manager
3. Promote reconciliation through our sphere of influence.	• Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	June 2022	National HR Manager
	• Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2022	Business Development Manager
	• Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	June 2022	Business Development Manager
4. Promote positive race relations through anti-discrimination strategies.	• Research best practice and policies in areas of race relations and anti-discrimination.	June 2022	National HR Manager
	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2022	National HR Manager



RESPECT



RESPECT

Action	Deliverable	Timeline	Responsibility
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.	June 2022	National Quality & Audit Manager
	• Conduct a review of cultural learning needs within our organisation.	June 2022	Learning & Development Manager
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.	June 2022	National HR Manager
	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	June 2022	Learning & Development Coordinator
7. 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 2022	National HR Manager
	• Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2022	National HR Manager
	• RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2022	Business Development Manager



OPPORTUNITY



OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
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.	June 2022	National HR Manager
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2022	National HR Manager
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.	June 2022	Business Development Manager
	• Investigate Supply Nation membership.	June 2022	Business Development Manager



GOVERNANCE



GOVERNANCE

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Form a RWG to govern RAP implementation.	June 2022	Business Development Manager
	• Draft a Terms of Reference for the RWG.	June 2022	National HR Manager
	• Establish Aboriginal and Torres Strait Islander representation on the RWG.	June 2022	Business Development Manager
11. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	June 2022	National HR Manager
	• Engage senior leaders in the delivery of RAP commitments.	June 2022	Business Development Manager
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	June 2022	National HR Manager
12. 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.	30 Sept 2022	Business Development Manager
13. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	Sept 2022	Business Development Manager & National HR Manager



Contact Details:

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