



# IFAS Group Innovate Reconciliation Action Plan

February 2026 – February 2028





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## Acknowledgment of Country

We acknowledge the Traditional Owners of the land on which we operate, the Wurundjeri Woi Wurrung people of the Kulin Nation. We pay our respects to their Elders past, present, and emerging. We recognize their continuing connection to the land, waters, and culture. We extend this respect to all Aboriginal and Torres Strait Islander peoples.



## About our Artwork and Artist

Artist Statement and Artwork Description by Peter (Pjay) Streeton:

My name is Peter (Pjay) Streeton, and I am a proud Latji Latji man from Mildura. I present to you my painting titled "Coming Together." This artwork is a reflection of cultural pride and community unity.

"Coming Together" depicts a central meeting place where diverse groups unite to support disadvantaged individuals. The 'U' shapes symbolize people gathering in solidarity, while four circles represent key community organizations. A white diagonal line divides the canvas, with pink symbolizing the Big Umbrella and blue representing IFAS, both pivotal in community support. Surrounding the central motif are dots in yellow, orange, and red, symbolizing happiness, strength, and creativity respectively: yellow for happiness and hope, red for strength and passion, and orange for courage and creativity.

This painting embodies unity and support within the community, illustrating the collaboration and strength found when people come together for a common cause.



## A Statement from CEO of Reconciliation Australia

### First Innovate RAP

Reconciliation Australia commends IFAS Group 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 IFAS Group 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, IFAS Group 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 over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. IFAS Group is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals IFAS Group's 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 IFAS Group on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia



## A Statement from our Senior Leader

I once again begin this message by acknowledging the Traditional Custodians of the lands and waters where we live and work, the Wurundjeri Woi Wurrung People of the Kulin Nation, and pay my respects to Elders past and present. It is both a privilege and a responsibility to continue this journey of reconciliation with respect, curiosity, and commitment.

When IFAS Group launched its first Reflect RAP, it marked the beginning of a genuine learning journey, one grounded in understanding, listening, and respect. The Reflect stage taught us the importance of awareness and relationship building, helping us to see more clearly the role we play in advancing reconciliation and the changes we can make within our own organisation.

Now, as we move into our Innovate Reconciliation Action Plan, that foundation of learning becomes action. The Innovate stage is about embedding reconciliation into the way we work every day, turning our understanding into measurable commitments and real, lasting partnerships. It represents a shift from awareness to implementation, from words and consideration to practice.

Through this process, we've gained a deeper understanding of Australia's true history and the lived experiences of Aboriginal and Torres Strait Islander Peoples. Cultural learning has helped us see that history with greater clarity and empathy, and we've made it a priority to pass that understanding through every level of our organisation, ensuring that awareness and respect become part of who we are as a company.

Looking ahead this Innovate RAP represents an important step forward, a time to build stronger partnerships, create new opportunities, and embed reconciliation more deeply into how we operate each day. It's about putting our values into practice and ensuring that respect, inclusion, and cultural awareness are part of every decision we make.

Our goal is simple: to make reconciliation a living part of our culture, seen in how we support our people, engage with our clients, and connect with the communities we serve. We recognise that reconciliation is an ongoing journey, one that calls for consistency and genuine action.

At IFAS Group, we are proud to continue this work with focus and heart, and we look forward to seeing the positive impact that this Innovate RAP will create within our organisation and beyond.

Thank you for continuing this journey with us. Together we can build stronger relationships, deepen understanding, and contribute to a more inclusive Australia for all.

**Jane Filhia**  
**Director**  
**IFAS Group**

## Our Vision for Reconciliation

At IFAS Group, our vision for reconciliation is to help create a society where Aboriginal and Torres Strait Islander Peoples are respected, included, and have equal access to opportunity. We see reconciliation as something lived and visible, present in the people we employ, the services we provide, and the way we interact with communities every day.

As a people-centred organisation, our workforce is the heart of everything we do. Our security personnel and traffic controllers are out in the community daily - protecting, guiding, and assisting people from all walks of life. Through this presence, IFAS Group plays a unique role in shaping how safety, respect, and connection are experienced in public spaces. We recognise the responsibility that comes with that role and the opportunity it provides to promote greater understanding, awareness, and unity.

Our Reflect RAP was about learning, including understanding Australia's true history and the resilience of Aboriginal and Torres Strait Islander Peoples. That learning has strengthened our resolve to ensure that every interaction our team has in the community is grounded in respect and cultural awareness.

Through our Innovate RAP, we aim to turn that understanding into meaningful action. We are embedding reconciliation into our culture, policies, and operations so that respect, inclusion, and understanding flow from management through to every frontline worker wearing the IFAS uniform. By empowering our people with knowledge and purpose, we can ensure that reconciliation isn't limited to the workplace, but extends outwards into the streets, venues, and events where our teams operate.

Our vision is to create a company where the cultural strengths, perspectives, and identities of all people are valued, respected, and contribute to a safer, more united, and culturally inclusive Australia.



## Our Business

IFAS Group is a Melbourne-based company providing integrated services across Security, Traffic Control, and Maintenance. Founded on reliability, teamwork, and professionalism, we are a people-centred organisation whose workforce represents the heart of our operations. Our teams are out in the community every day, protecting, guiding, and assisting people across public spaces, venues, and major events throughout Melbourne.

We currently employ over 100 staff, with numbers increasing during large-scale events and peak operational periods. Our workforce continues to grow in step with our expanding client base and service demand across Victoria. We currently do not have any Aboriginal and Torres Strait Islander staff members within our workforce; however, we are committed to changing this. Through our Innovate RAP, we are actively building pathways to increase First Nations representation, both directly within IFAS Group and indirectly through partnerships with local suppliers, training providers, and community networks.

Our operations extend throughout the Melbourne metropolitan region, delivering professional, dependable services across major events, venues, private sites, and commercial operations. With a physical office in Balaclava and a second office at Chadstone Shopping Centre our geographic reach allows us to provide flexible, responsive service to our clients across multiple industries.

Our sphere of influence is significant and continually growing. Beyond our direct workforce, our daily engagement extends to a wide network of clients, contractors, event organisers, venue operators, and members of the public. Through thousands of interactions each week, our personnel represent not only IFAS Group but also the values of safety, respect, and community that underpin our business.

Through our Innovate RAP, we aim to ensure that the positive influence of our people - whether stationed at an event gate, directing traffic, or securing a site - also contributes to greater cultural awareness, inclusivity, and reconciliation within the communities we serve.





***Our RAP Champion Karen Shannon***

## Our Reconciliation Journey

Our reconciliation journey began with the development and launch of our first Reflect Reconciliation Action Plan (RAP), a milestone that formalised IFAS Group's commitment to reconciliation and respect for Australia's First Nations Peoples. As a Melbourne-based organisation with a people-first culture, we recognised the importance of deepening our understanding of Aboriginal and Torres Strait Islander histories, cultures, and contributions, and using that understanding to guide how we operate and engage.

During our Reflect RAP, we undertook Cultural Awareness Training for all management staff, which provided valuable insight into Australia's true history and strengthened our cultural competency. This learning was then shared with our broader workforce through open discussions and a reconciliation and cultural awareness questionnaire, helping us measure awareness, encourage meaningful conversation, and identify areas for growth across the organisation.

We also took deliberate steps to engage more meaningfully with Aboriginal and Torres Strait Islander communities. Our team actively participated in NAIDOC Week celebrations and other Indigenous events, and began exploring partnerships within our supply chain, including outreach to Aboriginal-owned businesses and collaboration with CCL, who have a subsidiary First Nations company named Dardi Munwurro. While some partnerships are still developing, these early steps reinforced the importance of persistence, genuine engagement, and long-term relationship building.

The Reflect RAP taught us that reconciliation is not a single project but an ongoing process that must live through our people, our policies, and our daily interactions. It highlighted that every guard, traffic controller, and staff member have a role to play in representing the values of respect and inclusion that define IFAS Group.

Our new Innovate RAP builds on this momentum, transforming our learning into action and creating a stronger framework for lasting impact. Through it, we will continue to expand cultural learning, strengthen engagement with Aboriginal and Torres Strait Islander suppliers and organisations, and embed reconciliation into the heart of our company culture.

## Our RAP

IFAS Group's decision to develop a Reconciliation Action Plan (RAP) stems from our belief that reconciliation is not only a national responsibility but also a local opportunity to create stronger, more inclusive communities. As a people-centred organisation with teams working directly in public spaces every day, we recognise the influence our staff can have in shaping positive and respectful interactions across Melbourne. Our RAP ensures that reconciliation is embedded in how we operate, guiding our actions, policies, and engagement both internally and externally.

Our first Reflect RAP allowed us to establish a foundation of awareness and understanding. Through that process, we learned that reconciliation must be supported by consistent leadership and lived through daily practice. The development of our Innovate RAP builds on those lessons, focusing on taking practical action, strengthening partnerships, and expanding opportunities for Aboriginal and Torres Strait Islander participation within our workforce and supply chain.

This Innovate RAP was developed through collaboration across our organisation, led by our RAP Working Group and supported by ongoing consultation with senior leadership. The Working Group met regularly to review actions, discuss progress, and ensure that each commitment aligned with our broader organisational goals.

Our new RAP Champion is Karen Shannon (Accounts Manager), who will play a key role in coordinating our commitments and ensuring communication flows across all departments. She is supported by Jane Filihia (Director), Sifa Filihia (General Manager), Chris Latu (Operations Manager), and Keiran Buckingham (Business Development), who together form the core of our RAP Working Group.

For the first time, our RAP Working Group will include an Aboriginal or Torres Strait Islander representative. Their involvement will provide valuable cultural insight and mentorship as we bring our Innovate RAP to life. This step reflects our commitment to ensuring that First Nations voices are represented in decisions that shape our organisation's reconciliation journey.

We are currently in respectful conversations with two First Nations people from within our professional network, and we look forward to welcoming one as a member of our Working Group. Their participation will guide us as we continue learning, strengthening relationships, and building culturally informed practices across IFAS Group. This is an important milestone, and we are committed to creating a supportive and meaningful environment for our First Nations Working Group member.



# Our Action Areas



## Relationships

At IFAS Group, relationships are at the heart of what we do. Every day, our security personnel and traffic controllers engage directly with communities across Melbourne - protecting, guiding, and supporting people from all walks of life and all cultures. Building genuine, respectful relationships with Aboriginal and Torres Strait Islander peoples is vital to that work. Through this RAP, we aim to strengthen understanding, communication, and collaboration, ensuring reconciliation is reflected in how we operate and connect with the community.

Focus area: Strengthening engagement and communication between our workforce, clients, and the communities we serve.

Action	Deliverable	Timeline	Responsibility
<b>Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	March 2026	Business Development
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2026	RAP Champion
<b>Build relationships through celebrating National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia’s NRW resources and reconciliation materials to all staff.	May 2026 & May 2027	RAP Champion
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June 2026 & 2027	All RWG Members
	Organise at least one NRW event or morning tea annually, inviting members of Indigenous communities.	27 May - 3 June 2026 & 2027	Director
	Encourage and support staff and senior leaders to participate in at least one external NRW event each year.	27 May - 3 June 2026 & 2027	RAP Champion & Senior Leadership Team
	Register all IFAS-led NRW events on the Reconciliation Australia NRW website each year	27 May – 3 June 2026 & 2027	RAP Champion
<b>Promote reconciliation through our sphere of influence.</b>	Develop and implement a simple staff engagement strategy to raise reconciliation awareness	August 2026	Business Development
	Communicate IFAS Group’s reconciliation commitment publicly (website, social media, tenders)	September 2026	Director & General Manager
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes (e.g. through client engagement, subcontractor relationships, and supplier advocacy).	September 2027	Business Development & RAP Champion
	Collaborate with other RAP organisations and like-minded partners to develop innovative approaches to advance reconciliation (e.g. through local business networks and industry forums).	September 2027	Business Development & RAP Champion

<b>Promote positive race relations through anti-discrimination strategies.</b>	<b>Develop and communicate an anti-discrimination policy organisation-wide</b>	<b>October 2026</b>	<b>Operations Manager &amp; RAP Champion</b>
	Educate senior leaders on the effects of racism	May 2026 & May 2027	Director & Senior Leadership TEam
	Review HR policies and procedures to identify current anti-discrimination provisions and gaps	April 2026	Operations Manager
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on the development of our anti-discrimination policy.	October 2026	General Manager & RAP Champion
<b>Strengthen culturally inclusive and welcoming environments across IFAS worksites and services.</b>	Develop and pilot a checklist for culturally inclusive and welcoming practices at events and worksites	March 2027	Operations Manager
	Apply culturally inclusive considerations to at least three major event security plans per year and seek opportunities to collaborate with Aboriginal and Torres Strait Islander stakeholders where possible	June 2027 and June 2028	Business Development & Site Supervisors
	Promote visible reconciliation support at active worksites (e.g. Acknowledgement posters, NAIDOC displays, RAP messaging in staff areas)	September 2026	RAP Champion & Site Supervisors



## Respect

Respect is central to how IFAS Group operates, in our workplaces, at events, and out in the community. We recognise that respect for Aboriginal and Torres Strait Islander peoples, their histories, and their enduring cultures forms the foundation of meaningful reconciliation. Through cultural learning, acknowledgement, and awareness, we aim to ensure every member of our workforce understands and values the importance of Australia's First Peoples. By embedding this respect into daily operations, IFAS Group contributes to a more inclusive and culturally aware community.

Focus area: Embedding cultural awareness and respect across our workforce and operational practices.

Action	Deliverable	Timeline	Responsibility
<b>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	Conduct a review of cultural learning needs within IFAS	March 2026	RAP Champion
	Develop a system to track cultural learning participation and measure progress over time.	October 2026	RAP Champion & HR
	Develop and communicate a cultural learning strategy for staff	July 2026	General Manager & RAP Champion
	Revise cultural awareness training for key management and team leaders, encouraging discussions and inviting a member of Indigenous community to be a part of proceedings	October 2026 & 2027	Director & Operations Manager & RWG
<b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Educate staff on the purpose and significance of Acknowledgement of Country and Welcome to Country	April 2026	RAP Champion & Business Development
	Develop and share a short internal guide outlining IFAS protocol standards regarding First Nations Culture.	July 2026	RAP Champion
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant IFAS events each year.	June 2026 & June 2027	Senior Leadership Team & RAP Champion
	Include an Acknowledgement of Country at the commencement of important meetings and major internal gatherings.	February 2026 & annually thereafter	Senior Leadership Team
<b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2026 & 2027	All RWG Members
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2026 & 2027	RAP Champion
	Review HR policies and rostering procedures to ensure no barriers to staff participating in NAIDOC Week events.	June 2026 & June 2027	Operations Manager & RAP Champion



## Opportunities

Creating opportunities is at the core of IFAS Group’s purpose. We believe meaningful access to employment, training, and business partnerships plays a vital role in supporting improved outcomes for Aboriginal and Torres Strait Islander peoples. By building pathways into our workforce and supply chain, we aim to ensure that opportunities within our industry are inclusive and equitable. Through our Innovate RAP, IFAS Group is committed to developing recruitment, procurement, and engagement practices that empower First Nations peoples and strengthen the communities in which we work.

Focus area: Expanding employment and procurement pathways to support greater inclusion and participation.

Action	Deliverable	Timeline	Responsibility
<b>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</b>	Assess current workforce composition and identify opportunities to employ Aboriginal and Torres Strait Islander staff	March 2026	General Manager & Operations Manager
	Develop and implement an Aboriginal recruitment and engagement strategy	October 2026	General Manager & RAP Champion
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy prior to its development.	February 2026	RWG
	Advertise job opportunities through Aboriginal employment and training networks	Ongoing from November 2026	Business Development
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to all staff.	November 2026 & November 2027	Director & RWG
<b>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Develop an Aboriginal procurement strategy outlining how IFAS will engage with First Nations Suppliers	April 2026	Business Development & RAP Champion
	Investigate Supply Nation membership.	June 2026	RAP Champion
	Develop relationships with at least two Aboriginal-owned suppliers or service partners	By December 2027	Business Development & RAP Champion
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to all staff.	November 2026 & November 2027	RWG
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	October 2026 & October 2027	RWG



## Governance

Action	Deliverable	Timeline	Responsibility
<b>Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.</b>	Review and update Terms of Reference annually	March 2026 & March 2027	General Manager & RAP Champion
	Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group, reviewing appointments annually to monitor and manage cultural load.	May 2026 & May 2027	Director & RAP Champion
	Hold quarterly RAP Working Group meetings to monitor implementation	March, June, September, December 2026 & 2027	General Manager & RAP Champion
<b>Provide appropriate support for effective implementation of RAP commitments.</b>	Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group, reviewing appointments annually to monitor and manage cultural load.	May 2026 & May 2027	Director & RAP Champion
	Engage senior leaders and managers in delivery of RAP commitments	Ongoing – review October 2026 and October 2027	Director & General Manager
	Maintain systems to track and report RAP progress, check viability, and change as needed	June 2026	RAP Champion
	Maintain an internal RAP Champion from senior management, with the appointment reviewed annually to ensure continued capability and cultural load support.	February 2027 & February 2028	Director
<b>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss important RAP correspondence.	July 2026 & July 2027	RAP Champion
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	Business Development & RAP Champion
	Report RAP progress to all staff and senior leaders quarterly.	March, June, September, December 2026 & 2027	General Manager & Business Development
	Investigate participating in Reconciliation Australia’s biennial Workplace RAP Barometer.	July 2026 & July 2027	RAP Champion
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP, summarising progress against all deliverables.	January 2028	RAP Champion & General Manager
	Meet with Reconciliation Australia annually to discuss RAP progress, opportunities and implementation support needs.	October 2026 & October 2027	RAP Champion & RWG
	Publicly share RAP progress and key achievements annually via our Industry News section on Website	December 2026 & 2027	Business Development
<b>Continue our reconciliation journey by developing our next RAP.</b>	Register via Reconciliation Australia’s <a href="#">website</a> to begin developing our next RAP	August 2027	Director & RAP Champion



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