Reconciliation Action Plans

Relationships
Respect
Opportunities
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**Impact measurement report**
# Reconciliation Action Plans

## 280 organisations making a difference

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<th>Description</th>
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<td>13,397</td>
<td>Aboriginal and Torres Strait Islander jobs filled.</td>
</tr>
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<td><strong>Business</strong></td>
<td>$26 Million</td>
<td>Worth of goods and services purchased from AIMSC accredited suppliers.</td>
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<td><strong>Understanding</strong></td>
<td>170,000</td>
<td>People undertaking cultural awareness training.</td>
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<td><strong>Respect</strong></td>
<td>1.4 Million</td>
<td>Australians working or studying in organisations that acknowledge and celebrate Aboriginal and Torres Strait Islander culture.</td>
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<td><strong>Education</strong></td>
<td>$9 Million</td>
<td>Provided to support Aboriginal and Torres Strait Islander student scholarships.</td>
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Introduction

In 2006, Reconciliation Australia launched an ambitious new program aimed at getting workplaces to progress reconciliation between Aboriginal and Torres Strait Islander peoples and other Australians.

Reconciliation Action Plans, or RAPs as they are commonly known, represented the first national effort to improve relationships and generate greater respect and equality between Aboriginal and Torres Strait Islander peoples and other Australians, through sustainable employment and business opportunities.

In just over five years, the RAP community has grown to 280 organisations across the country. It includes some of Australia’s largest corporations, not-for-profit organisations, progressive government agencies, and dedicated schools and universities.

Today, more than 1.6 million Australians work or study in an organisation that has a RAP.

The growth of the RAP program is an indicator of its success—few programs continue to grow in size and strength if they are not working well.

Many people and organisations, including Reconciliation Australia, believe it is time to more closely examine the overall impact of RAPs and examine progress in three core areas: relationships, respect and opportunities.

This report is the first comprehensive analysis of the RAP program. It examines more than 5,000 commitments the RAP community will undertake in the name of reconciliation.

The analysis indicates the RAP community is making a significant and lasting difference.

Together, the 280 organisations with RAPs are:

- Building a nation that understands its Aboriginal and Torres Strait Islander cultural roots.
- Enabling the voices of Aboriginal and Torres Strait Islander peoples to be heard.
- Creating a safe environment for Aboriginal and Torres Strait Islander peoples and other Australians to work together.
- Providing the foundation for a significant and sustainable increase in Aboriginal and Torres Strait Islander employment.
- Supporting Aboriginal and Torres Strait Islander students to achieve their ambitions.
- Helping drive a nascent Aboriginal and Torres Strait Islander business sector.

Reconciliation Australia is pleased with this progress. However, we recognise the need for continuous improvement in the design and implementation of the RAP program to build on this success.

This report highlights areas for improvement, particularly the need to increase reporting compliance rates. It also outlines key lessons and next steps for Reconciliation Australia and participating organisations.

We hope this report inspires the existing RAP community and other organisations to continue their efforts to build a fair and respectful Australia, in which Aboriginal and Torres Strait Islander peoples are in control of their own life choices and opportunities.
A RAP is a business plan that documents what an organisation is doing, within its realm of influence, to further reconciliation in Australia. It outlines actions to drive better relationships and greater respect between Aboriginal and Torres Strait Islander peoples and other Australians. It also contains actions to drive greater equality through sustainable employment and business opportunities.

RAPs are about turning good intentions into real actions. A RAP ensures actions have realistic and measurable targets, and that these actions embed cultural change throughout the entire organisation.

Reconciliation Australia provides the framework, advice, networks and support (including lessons learned across the RAP program) for organisations to collectively achieve this change. Ongoing monitoring and reporting ensures accountability and transparency.

The RAP program is ambitious. It strives to drive social and cultural change and build a progressive and modern nation where we all work together to achieve our shared and individual aspirations.

RAPs aim to create workplaces where everyone is included, valued and understood. They also aim to create change beyond the walls of the organisation to include customers, supply chains, employees and their families.

The ultimate outcome of this process will be a tangible difference in the social circumstances and lives of Aboriginal and Torres Strait Islander peoples.

The RAP community

The RAP program commenced in July 2006. Eight forward-thinking Australian organisations—ANZ Bank, BHP Billiton, Canberra Investment Corporation, Centrelink, the City of Melbourne council, Oxfam Australia, the South Australian Department of Administrative and Information Services, and Yarnteen Aboriginal and Torres Strait Islander Corporation—developed action plans to create workplaces that value relationships, demonstrate respect and provide opportunities for Aboriginal and Torres Strait Islander peoples.

About the RAP program and community

RAP fast facts

- RAP organisations have 1.4 million employees, representing 12 per cent of the total Australian workforce.
- RAP organisations account for 45 per cent of the total market capitalisation of the Australian share market.
- Nearly 200,000 students study in schools and tertiary institutions with RAPs.

Figure 1: New RAPs by year

Figure 2: RAP organisations by sector
Over the past five years the RAP community has grown considerably (Figure 1). As at 30 September 2011, 280 organisations across every Australian state and territory had a registered RAP (Appendix A). RAP organisations represent a wide spectrum of Australian organisations and institutions. They include some of the largest companies in Australia, government agencies at all levels, not-for-profit and peak organisations, and schools and universities (Figure 2).

Measuring the impact of the RAP program
The RAP program has a simple, long-term objective to significantly contribute to these national targets:

- Closing the gap in life expectancy for Aboriginal and Torres Strait Islander Australians by 2023.
- Halving the gap in employment outcomes for Aboriginal and Torres Strait Islander Australians by 2018.
- Halving the gap in Year 12 attainment rates for Aboriginal and Torres Strait Islander Australians by 2020.

Reconciliation Australia is one of many dedicated organisations working towards these important goals. We recognise that progress cannot be attributed to any single program. It requires sustained effort from all of us, working together to achieve shared goals.

Reconciliation Australia believes we will only close these gaps if our actions are built on a foundation of strong relationships and mutual respect between Aboriginal and Torres Strait Islander peoples and other Australians.

Organisations that take meaningful steps towards building a reconciled workplace are more likely to increase opportunities for Aboriginal and Torres Strait Islander peoples in the critical areas of education, employment and business. These organisations are also more likely to succeed in achieving their business objectives.

Reconciliation Australia expects that the sustained implementation of actions that improve relationships, build respect and provide opportunities to Aboriginal and Torres Strait Islander peoples will have a significant and positive impact on the way organisations operate. It will also have a significant and positive impact on employees’ attitudes and behaviour. As the impact on organisations and employees grows, so too will the impact on the nation as a whole.

Methodology
This report is the first step in measuring these impacts. Achieving significant change will take time. For this reason, Reconciliation Australia developed short-, medium- and long-term outcomes we expect the RAP program to achieve. This report focuses on the short-term (five-year) outcomes. It considers all RAP commitments and actions undertaken by the RAP community since the program commenced in July 2006.

Reconciliation Australia analysed more than 5,000 RAP commitments from 280 organisations registered in the RAP program as at 30 September 2011. We collected data from each RAP in the RAP Impact Database (RAPID) and sorted it into three categories:

Relationships

- Engagement with Aboriginal and Torres Strait Islander peoples, organisations and communities.
- Partnerships with, and support for, Aboriginal and Torres Strait Islander peoples, organisations and communities.

Respect

- Cultural awareness.
- Practice of Acknowledgement of Country and Welcome to Country protocols.
• Promoting and celebrating Aboriginal and Torres Strait Islander culture.

Opportunities
• Aboriginal and Torres Strait Islander employment.
• Pathways to work for Aboriginal and Torres Strait Islander peoples.
• Aboriginal and Torres Strait Islander education.
• Aboriginal and Torres Strait Islander business.
• Aboriginal and Torres Strait Islander service delivery.

Next, we analysed the actions organisations had taken to implement their RAP commitments. In most cases, this was only possible if the RAP organisation registered its RAP report with Reconciliation Australia.

Reconciliation Australia analysed each RAP report to determine whether each organisation met, exceeded, failed to meet, or was still implementing its RAP commitments. We provide aggregate results throughout the report.

In some cases, we supplemented data from RAP reports with information available from other sources. For example, we used Aboriginal and Torres Strait Islander employment figures from the Australian Public Service Commission to update employment outcomes for Federal Government agencies.

Limitations

RAP reporting
Most of the data used to measure the impact of the RAP program is drawn from annual progress reports provided by RAP organisations. Many RAP organisations are yet to provide a report. Around 90 organisations only recently joined the RAP program and have not yet reported on their first year of implementation.

As shown in Figure 3, just over half of organisations that joined the RAP program more than 12 months ago are yet to provide a RAP report.

Figure 3: RAP reporting rates

The absence of more than half the RAP community’s annual RAP reports has restricted our ability to measure the real impact of the RAP program. As a result, reported outputs and outcomes may significantly underestimate actual progress.

Improving RAP reporting rates is a key priority for Reconciliation Australia.

Measuring changes in attitudes and behaviour
Determining whether RAPs have positively changed the understanding, attitudes and behaviours of employees is an important part of measuring the success of the RAP program. To determine the level of success, we must measure whether cultural awareness training and other RAP actions have increased understanding of, and respect for, Aboriginal and Torres Strait Islander peoples and cultures.
“Implementing a Reconciliation Action Plan changed NAB for the better . . . I believe it will make a further difference to Indigenous Australians and contribute to the progress of our country.”

Cameron Clyne, Group CEO, NAB
Reconciliation Action Plan program logic

**Activities: what Reconciliation Australia does**
- **Facilitate:** Inform and encourage organisations to develop a RAP.
- **Advise:** Provide advice on how to develop a RAP and what to include.
- **Share best practice:** Set benchmarks of good practice based on what works, and communicate the outcomes.
- **Support:** Build strong relationships with organisations and support their RAP development.

**Outputs: what is generated by our investment and activity?**
**Development, implementation and a refresh of RAPs in organisations across Australia.** Each organisation’s RAP contains specific measurable commitments and actions in the core areas of relationships, respect and opportunities. Examples include:

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<tr>
<th>RELATIONSHIPS</th>
<th>RESPECT</th>
<th>OPPORTUNITIES</th>
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<tbody>
<tr>
<td><strong>consultation</strong></td>
<td><strong>Cultural awareness</strong></td>
<td><strong>Indigenous employment</strong></td>
</tr>
<tr>
<td>• Consultation with Indigenous</td>
<td>• Cultural awareness training for staff.</td>
<td>• Developing an Indigenous Employment Strategy.</td>
</tr>
<tr>
<td>organisations, communities and people.</td>
<td>• Activities to build cultural awareness</td>
<td>• Setting Indigenous employment targets.</td>
</tr>
<tr>
<td>• Ongoing consultation with Indigenous staff within the organisation.</td>
<td>outside the organisation.</td>
<td>• On-the-job training and career development for Indigenous staff.</td>
</tr>
<tr>
<td><strong>partnerships</strong></td>
<td><strong>Respect for culture</strong></td>
<td><strong>Pathways to Indigenous employment</strong></td>
</tr>
<tr>
<td>• Partnerships between the RAP</td>
<td>• Promoting Indigenous cultures within and</td>
<td>• Indigenous internships, apprenticeships,</td>
</tr>
<tr>
<td>organisation and Indigenous people.</td>
<td>outside the RAP organisation.</td>
<td>traineeships and/or graduate positions.</td>
</tr>
<tr>
<td>• Beneficial networks and partnerships</td>
<td>• Participating in Indigenous cultural events.</td>
<td></td>
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<tr>
<td>between RAP organisations.</td>
<td>• Sponsoring an Indigenous organisation or</td>
<td></td>
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<td></td>
<td>event.</td>
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<tr>
<td><strong>support</strong></td>
<td><strong>Protocols</strong></td>
<td><strong>Indigenous education</strong></td>
</tr>
<tr>
<td>• Pro-bono support for Indigenous</td>
<td>• Appropriate practice of Acknowledgement of</td>
<td>• Scholarships for Indigenous students.</td>
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<tr>
<td>• Providing volunteer time and services to Indigenous organisations and communities.</td>
<td>• Providing mentoring or support for Indigenous students.</td>
<td></td>
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<tr>
<td><strong>cultural immersion</strong></td>
<td><strong>Cultural awareness</strong></td>
<td>• Supporting skills/capability development for Indigenous organisations and people.</td>
</tr>
<tr>
<td>• Staff cultural excursions and</td>
<td>• Developing best practice guidelines for all staff.</td>
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<tr>
<td>immersion programs.</td>
<td></td>
<td><strong>Indigenous business</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Setting Indigenous business or procurement targets.</td>
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<tr>
<td></td>
<td></td>
<td>• Developing an Indigenous procurement strategy.</td>
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<tr>
<td></td>
<td></td>
<td>• Providing mentoring and/or business support for Indigenous businesses.</td>
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<td></td>
<td></td>
<td><strong>Service delivery</strong></td>
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<td></td>
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<td>• Improving services to Indigenous customers and clients.</td>
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**Quality assurance:** Ensure RAPs meet minimum requirements and are of a high quality.
**Monitor:** Facilitate RAP progress reports.
**Report:** Analyse and report on the collective impact of RAPs across the nation.
**Promote:** Promote the benefits of RAPs and attract more organisations to the program.
Organisational outcomes: what is the impact of the RAPs within RAP organisations?

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<thead>
<tr>
<th>RELATIONSHIPS</th>
<th>RESPECT</th>
<th>OPPORTUNITIES</th>
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<tr>
<td>• Increased engagement with Indigenous people, communities and organisations.</td>
<td>• Improved cultural awareness among staff.</td>
<td>• Increased Indigenous employment opportunities.</td>
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<td>• Increased consultation with Indigenous staff.</td>
<td>• Increased awareness and practice of appropriate protocols.</td>
<td>• Increased pathways to work for Indigenous people.</td>
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<tr>
<td>• Increased support for Indigenous organisations, communities and people.</td>
<td>• Increased participation in Indigenous cultural events.</td>
<td>• Increased support for Indigenous education and skills development.</td>
</tr>
<tr>
<td></td>
<td>• Increased sponsorship and support for Indigenous organisations and events.</td>
<td>• Increased procurement from Indigenous businesses.</td>
</tr>
<tr>
<td>• Relationships deemed valuable by the majority of staff.</td>
<td>• Majority of staff are culturally competent.</td>
<td>• Improved service delivery to Indigenous customers.</td>
</tr>
<tr>
<td>• Consultation and engagement is common in everyday business practices.</td>
<td>• Cultural visibility is increased.</td>
<td></td>
</tr>
<tr>
<td>• Sustained and long-term partnerships developed with Indigenous organisations and communities.</td>
<td>• Sustained and long-term sponsorship and support for Indigenous organisations and events.</td>
<td>• Implementation of best practice Indigenous employment initiatives across the organisation.</td>
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<td></td>
<td></td>
<td>• Retention and promotion rates for Indigenous staff are comparable to the organisation average.</td>
</tr>
<tr>
<td>• Actions to build and sustain the relationship between the organisation and Indigenous people are a core competency and business as usual.</td>
<td>• All staff in RAP organisations are culturally competent and capable. This is demonstrated through their everyday actions.</td>
<td>• Indigenous business targets are set in all relevant areas of the organisation.</td>
</tr>
<tr>
<td>• Strong relationship between Indigenous people and other Australians demonstrated within the organisation.</td>
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National outcomes: what is the national impact of the RAPs?

RAP outcomes in a large number of organisations will have a positive impact on the following social determinants of Aboriginal and Torres Strait Islander health:

• Economic inclusion
• Employment security
• Social inclusion
• Education.

Improved social determinants will significantly contribute to the following national targets:

• Closing the gap in life expectancy for Indigenous Australians by 2023.
• Halving the gap in employment outcomes for Indigenous Australians by 2018.
• Halving the gap in Year 12 attainment rates for Indigenous Australians by 2020.
Through its commitment to instil a culture of reconciliation within their organisation, Life Without Barriers has taken the notion of forming a RAP working group to another level—with the creation of a National Cultural Respect Steering Committee (NCRSC).

Life Without Barriers Chief Executive Claire Robbs says the purpose of the NCRSC is to provide strategic direction and leadership on all matters that impact on Aboriginal and Torres Strait Islander employees within Life Without Barriers and the children, young people and communities it supports.

“As an organisation we recognise and respect the inherent rights, culture and traditions of Aboriginal and Torres Strait Islander peoples and are committed to delivering culturally appropriate services,” Ms Robbs said.

“On its journey of reconciliation, Life Without Barriers has taken the notion of forming a RAP working group to another level—with the creation of a National Cultural Respect Steering Committee (NCRSC).”

Executive Assistant and Malanbarra Yidinji descendant Natasha Woodleigh says her role on the NCRSC has given her the opportunity to contribute to the reporting and refreshing of the RAP.

“It’s been such an amazing experience to work with other staff members and have the opportunity to contribute to this important initiative. I’m very happy with the commitments made in the RAP and the steps we have taken to close the gap in the life expectancy of Aboriginal and Torres Strait Islander peoples,” Ms Woodleigh said.

By focusing the first year of its RAP on building an organisational system to ensure success, Life Without Barriers has been able to achieve positive outcomes—particularly within employment.

Exceeding its original RAP target of a three per cent Aboriginal and Torres Strait Islander workforce, Life Without Barriers has now set itself the ambitious target of reaching 10 per cent of its workforce (150 people) across all roles and levels in the organisation. Through a targeted recruitment strategy it now has 86 Aboriginal and Torres Strait Islander employees across the organisation.

While making significant changes requires careful planning and consultation, Life Without Barriers also understands the importance of being honest about its achievements and challenges.

“Throughout the refresh process we had the chance to look constructively at what we have and haven’t been able to achieve and to make sure the direction of our RAP is right,” Ms Robbs said.

“I think people buy into a journey that can be daunting in some ways and sometimes confronting too—so to be able to talk openly about some of those challenges is really important.”

Ms Woodleigh has welcomed the RAP but says building a culture of reconciliation will take time.

“People are now more aware of the basic issues that affect Aboriginal and Torres Strait Islander people, from 200 years ago until this day.

“There’s still a long way to go in educating other Australians about the issues Aboriginal and Torres Strait Islander people face but we can all contribute to the reconciliation process.”
Life Without Barriers is committed to reconciliation. Photo by Wayne Quilliam.
Reconciliation Australia Co-Chair Melinda Cilento getting ready for her first dance at the Garma Festival with the help of fellow Reconciliation Australia Board Director and Yolngu elder Djapirri Mununggurrri. Photo by Ara Cresswell.
Reconciliation Australia believes that strong, sustainable and mutually respectful relationships between Aboriginal and Torres Strait Islander peoples and other Australians are at the heart of reconciliation.

Most Australians agree that a good relationship with Australia’s First Peoples—one based on the principles of trust, understanding, dialogue and mutual respect—is important. For many, it is a clear sign that Australia is a progressive and modern nation.

The RAP community is a key driver of this social change. Most RAPs contain specific actions aimed at developing deeper relationships with Aboriginal and Torres Strait Islander individuals, organisations and communities through genuine engagement, partnership and support.
Many RAP organisations are committed to forming respectful and lasting partnerships with Aboriginal and Torres Strait Islander peoples, communities and organisations.

Partnerships take many forms, but generally involve a mutually beneficial transfer of expertise, skills and knowledge. Examples include providing pro-bono services, volunteering and placing secondees in Aboriginal and Torres Strait Islander organisations.

Partnerships typically aim to build the capabilities and progress the priorities of Aboriginal and Torres Strait Islander organisations.

Organisations such as Jawun Indigenous Corporate Partnerships and Indigenous Community Volunteers have played a critical role in ensuring relationships are sustainable and support the strategy and vision of Aboriginal and Torres Strait Islander peoples.

Some RAP organisations, particularly in the corporate sector, also provide considerable financial support and sponsorship to their Aboriginal and Torres Strait Islander partners. This support often follows a long period of relationship building characterised by increased trust and understanding.

Impact assessment

Commitment

193 RAP organisations committed to build partnerships with, or provide support to, Aboriginal and Torres Strait Islander organisations, communities or people.

Action

71 per cent of RAP organisations that reported on this action met or exceeded their commitment.

A further 17 per cent of RAP organisations are in the process of implementing their commitment.

Impact

RAP organisations reported 6,332 hours of pro-bono service with a value of $1.97 million.

RAP organisations committed to partner with 161 Aboriginal and Torres Strait Islander organisations.

RAP organisations successfully placed 80 secondees in Aboriginal and Torres Strait Islander organisations.

66 RAP organisations aim to provide funding to Aboriginal and Torres Strait Islander organisations. Almost all organisations that reported on this action met or exceeded their funding target.
Staff from InterContinental Hotels Group celebrate the launch of their RAP with traditional owners in Kakadu. Photo by Wayne Quilliam.
Caroline Evans, Corporate Counsel and Company Secretary for TRUenergy, meeting with elders at the Garma Festival. Photo by Kylie Kluger.
Engagement

Strong engagement with Aboriginal and Torres Strait Islander peoples is the cornerstone of all successful RAPs. Most RAP organisations recognise this and actively involve Aboriginal and Torres Strait Islander peoples in the development and implementation of their RAPs.

Engagement needs to be based on respect. It can include ongoing dialogue and consultation with Aboriginal and Torres Strait Islander staff from within the organisation. RAP organisations may also engage with Aboriginal and Torres Strait Islander peoples from the broader community, including traditional owners and community leaders.

Many RAP organisations have developed formal structures that enable Aboriginal and Torres Strait Islander peoples to help design services and programs that best meet the needs of their community.

Impact assessment

Commitment

226 RAP organisations committed to greater engagement with Aboriginal and Torres Strait Islander people.

Action

76 per cent of RAP organisations that reported on this action met or exceeded their commitment.

A further 15 per cent of RAP organisations are in the process of implementing their commitment.

Impact

RAP organisations employing more than 1 million people aim to increase their consultation and dialogue with Aboriginal and Torres Strait Islander staff and/or their local community.
Members of the Indigenous Heritage Tour of Kings Park, an event organised by the Reconciliation Interest Group, with tour guide Greg Nannup. Photo courtesy of Woodside.
As the Indigenous Affairs Advisor for Woodside, Tarita Collard says she’s noticed a big change in people’s attitudes since its RAP was launched in 2009.

“From a staff survey, we found out that a large number of Indigenous and non-Indigenous employees wanted to work together and become more involved in positive changes,” Ms Collard said.

“The RAP helped Woodside to make some real commitments towards closing the gaps that exist between Indigenous and non-Indigenous Australians.

“Having those commitments down on paper shows that you are genuinely interested in making positive changes for Aboriginal and Torres Strait Islander communities—and for all Australians.”

Since the adoption of its RAP, Woodside has pioneered a number of initiatives that have really embedded the RAP into its workplace—making reconciliation an important part of the business.

Ms Collard was also involved in forming the Reconciliation Interest Group (RIG) which was launched in June 2010. Starting out with around 100 members, the RIG now has almost 170 members working to provide a direct way for interested staff to become more involved in Woodside’s reconciliation programs.

“The RIG is about coming together to develop a better relationship between non-Indigenous and Indigenous employees, but importantly, it’s also about connecting with the community,” Ms Collard said.

“It’s a great way to get employees engaged and help everyone achieve the RAP commitments.”

Bringing all employees on the RAP journey is something that remains an important part of Woodside’s RAP. Senior Vice President, Tina Thomas, says one action that ensured the RAP gained a firm and early foothold in the business was when senior Woodside leadership adopted RAP commitments as part of their individual performance agreements.

“Having those specific commitments in our agreements keeps the RAP alive and is a good way of holding each other to account,” Ms Thomas said.

“Engaging senior members on this journey is really important. We know we’ve engaged people’s hearts—so incorporating reconciliation into our KPIs is working to engage the mind as well.”

Understanding that reconciliation is everyone’s responsibility has led to some exciting outcomes for Woodside. More than 400 staff members attended cultural awareness training in 2010, surpassing its RAP commitment of 120. Ms Collard has welcomed the training and says it’s helping to strengthen ties between Indigenous and non-Indigenous employees.

“Having positive Indigenous role models presenting at events organised by our Indigenous employees is changing the view that some non-Indigenous employees previously held about Aboriginal and Torres Strait Islander peoples,” Ms Collard said.

“Our cultural awareness programs are also helping to educate our international employees.”

Another impressive result of Woodside’s RAP has been its continued effort to increase the number of Aboriginal and Torres Strait Islander employees. Currently, more than 80 Aboriginal and Torres Strait Islander people have been employed directly by Woodside with the plan to reach over 100 by 2012 well on track.

Ms Collard says having more Indigenous employees has helped to build networks and create a more supportive environment.

“It feels really good to see our leaders working in top positions such as lawyers and senior managers,” Ms Collard said.

“I feel proud seeing so many of my mob working in these professional areas.”
Highlights

RAPs enable the voices of Aboriginal and Torres Strait Islander peoples to be heard. More than 1 million Australians work in RAP organisations that are increasing their engagement with Aboriginal and Torres Strait Islander peoples.

RAPs have created a safe environment for Aboriginal and Torres Strait Islander peoples and other Australians to work together as equal partners.

RAP organisations will work with 161 Aboriginal and Torres Strait Islander organisations to build their capabilities and help deliver their priorities.

RAPs are harnessing goodwill and turning it into actions that support Aboriginal and Torres Strait Islander peoples.

RAP organisations have provided nearly $2 million worth of pro-bono services to Aboriginal and Torres Strait Islander organisations and communities.

Lessons

Building relationships takes considerable time and effort, but the rewards are significant.

RAP organisations that have invested in relationship building are reporting above-average outcomes in Aboriginal and Torres Strait Islander employment, particularly from the local communities in which they work.

Mutually beneficial relationships are more likely to stand the test of time.

Relationships built around a sound business case for both parties are more likely to be successful and sustainable.

RAPs help sustain relationships during periods of organisational change.

RAPs formalise relationships and build structures that go beyond the individuals involved.

Next steps

In 2012, Reconciliation Australia will measure the impact of successful actions taken by RAP organisations on the attitudes and actions of their employees.

A sample of RAP organisations will be surveyed as part of the Australian Reconciliation Barometer to determine whether they have forged relationships with Aboriginal and Torres Strait Islander peoples that are stronger than the national average.

Reconciliation Australia will promote best practice in building sustainable and mutually beneficial relationships.

Reconciliation Australia will develop and share best practice case studies about successful actions implemented by RAP organisations.

Reconciliation Australia will facilitate contact between Aboriginal and Torres Strait islander organisations and the RAP community.

Where appropriate, Reconciliation Australia will refer the RAP community to leading Aboriginal and Torres Strait Islander organisations.
“The most significant achievement of KPMG is strengthening our relationships with Indigenous organisations. Many of these have grown into strong, durable partnerships and are an important part of us achieving our vision for reconciliation.”

Michael Andrew, Chairman, and Geoff Wilson, CEO, KPMG
Michele Donovan, Gary Williams, Rob Bryant, Michael Donovan, Harry Mumbulla and Bill McCreddie now share a close relationship. Photo courtesy of Allens Arthur Robinson.
In April 2010, the Nambucca Heads Local Aboriginal Land Council and the Unkya Local Aboriginal Land Council celebrated a momentous achievement. After almost 14 years of legal proceedings, the Land Councils finally established an Aboriginal-owned and jointly managed National Park at South Beach near Nambucca Heads—the Gaagal Wanggaan (South Beach) National Park.

The course of the land claims began in the early 1990s when the Land Councils lodged individual claims under the Aboriginal Land Rights Act 1983. In a settlement of the land claims in 2002, it was agreed that both Land Councils would become the freehold owners of the claimed land, and would then lease it back to the NSW Government to be reserved for a national park managed by a Board with a majority of Aboriginal owners.

Unkya Board member, Michael Donovan said it was important that ownership of the land was returned to the Ukya and Nambucca Heads local Aboriginal Land Councils on behalf of the Gumbaynggirr People.

“We wanted to ensure that Gumbaynggirr People’s Native Title rights were protected within the Part 4A lease,” he said.

“We also wanted to utilise the Part 4A lease to assist us to develop ongoing community capacity building opportunities such as training, employment and economic development.”

Although a number of lawyers had provided legal services to the Land Councils over the course of the legal proceedings, once the settlement terms were agreed the negotiation process stalled, leaving the Aboriginal community exhausted, and without funding for ongoing and independent legal representation.

Negotiations only recommenced once the Allens team was brought into the case in 2007 on a pro-bono basis.

“Allens assisted us enormously in negotiations,” Mr Donovan said.

“Part of the agreement that Bill and his team helped to achieve will see $260,000 paid each year to the Board of Management to assist with the management of the Gaagal Wanggaan (South Beach) National Park.”

Applying their legal knowledge and skills for the benefit of the Gumbaynggirr community has proved professionally rewarding for the Allens team. Partner Bill McCredie says it’s the unique and lasting relationships that have been formed which have made the most impact at the firm.

“Many of our team members formed close relationships with the Aboriginal owners in the Gumbaynggirr community as our involvement extended over several years of sustained negotiations,” he said.

“Our lawyers valued highly the unique experience in working so closely with Indigenous organisations at the grassroots level, on a matter with such practical outcomes for reconciliation in this part of Australia.”

Although Allens had already been engaging with Aboriginal and Torres Strait Islander peoples through a range of pro-bono work, the launch of the firm’s RAP in 2009 saw it publicly commit to working with more Indigenous clients.

“I think the formal adoption of the RAP helped to refocus our efforts, assist us to be clear on the goals we wanted to achieve, and develop a structure to assess our progress in achieving them,” Mr McCredie said.

The Gaagal Wanggaan (South Beach) National Park project has also helped to cement a strong working relationship between Allens Arthur Robinson and the Land Councils.

“Working so closely together has allowed all of us to learn from each other. We’ve formed some friendships that will definitely be ongoing,” Mr McCredie said.
24 Reconciliation Action Plans
Aboriginal and Torres Strait Islander cultures are among the oldest living cultures in the world and are a vital part of Australia’s identity. Acknowledging and celebrating this rich history, and the diverse Aboriginal and Torres Strait Islander cultures that continue to this day, are key elements of the RAP program.

RAP organisations build respect by increasing the cultural awareness and competency of their employees, celebrating National Reconciliation Week, and performing Acknowledgement of Country and Welcome to Country ceremonies.

Together, these actions create workplaces that respect and celebrate the heritage, values and beliefs of Australia’s First Peoples. They lay the foundation for respectful relationships that are based on trust and understanding. Organisations that embed these practices are more likely to embrace diversity and inclusion as core values and create an environment where Aboriginal and Torres Strait Islander staff and customers feel welcome.
Increasing cultural awareness and competency is a key element of the RAP program. Reconciliation Australia believes education and awareness form the gateway to creating an organisational and national culture of mutual respect between Aboriginal and Torres Strait Islander peoples and other Australians.

Cultural awareness training and education is based on listening, learning and respecting cultural differences. It also involves developing a greater understanding of the potential challenges faced by Aboriginal and Torres Strait Islander peoples. Good cultural awareness programs develop the skills of participants so they can become culturally competent on a personal and professional level.

Cultural awareness training may occur in a number of different ways, including online training programs, tailored training courses, and cultural immersion and engagement experiences.

Impact assessment

Commitment

239 RAP organisations committed to providing cultural awareness training for their employees.

A total of 167,004 employees committed to undertaking cultural awareness training.

Action

42 per cent of RAP organisations that reported on this action met or exceeded their commitment.

A further 48 per cent of RAP organisations are in the process of implementing their commitment.

Impact

As at 30 September 2011, 22,232 RAP organisation employees had completed cultural awareness training. More than half of these employees (12,505 people) work in the corporate sector.

Federal Government agencies have trained nearly 7,000 people, which represents 68 per cent of their total commitment of around 10,000 employees.
Aboriginal artist Pedro Wonaeamirri from the Jilamara Art Centre in the Tiwi Islands uses art to share his culture and story. Photo by Wayne Quilliam.
Commonwealth Bank Executive General Manager Symon Brewis-Weston along with some senior colleagues swapped their suits and ties for shorts, and left the corporate world behind for a two-day cultural experience at Bawaka in North East Arnhem Land.

The Wangany Dhukarr Program (One Direction Education Program) was the start of a unique cultural awareness program for Commonwealth Bank employees that established an ongoing relationship between the bank and Bawaka program organiser, Djawa (Timmy) Burarrawanga.

“The Bawaka experience has created a much greater understanding of Indigenous communities, both for myself and my leadership team,” Mr Brewis-Weston said.

“It’s allowed a deeper understanding of a very misunderstood subject and has helped to create greater awareness and empathy based on understanding, rather than perception, of the issues faced by Aboriginal and Torres Strait Islander communities.”

The Commonwealth Bank believes the best way to bring people together is to help them experience the richness of one another’s culture. Since 2007 more than 80 employees, including former CEO Ralph Norris have attended Bawaka—with the program making a transformative impact on many of its participants.

“All of my leadership team has been to Bawaka and each and every one of them has returned somewhat enlightened.

“My personal experience was extremely eye-opening—particularly in gaining some understanding of Yolngu culture, history, language and decision-making processes,” Mr Brewis-Weston said.

For Gumatj man Djawa (Timmy) Burarrawanga, teaching other Australians about the Yolngu way of life has certainly made an impact on him both professionally and personally.

“I think their [Commonwealth Bank employees] experiences with us were a big wake up for them from a cultural point of view,” Mr Burarrawanga said.

“We were the first Australians and our culture and language is very sacred.

“We should work together to achieve reconciliation and to get better recognition of the place of Aboriginal people in Australian society.”

There has been an overwhelming response by Commonwealth Bank employees to embrace Aboriginal and Torres Strait Islander cultures and history with nearly 8,000 staff undertaking some form of cultural awareness training. The RAP has certainly helped to ensure each staff member has the opportunity to develop a greater understanding and appreciation of Aboriginal and Torres Strait Islander peoples.

“At the moment, there is little understanding of Aboriginal people by the Australian public,” Mr Burarrawanga said.

“But through cultural awareness courses, like ours, there is a good opportunity to be more aware and understanding.”

Former CBA Chief Executive Ralph Norris spearfishing with Djawa Burarrawanga. Photo courtesy of CBA.
Acknowledgment of Country and Welcome to Country protocols

Many RAP organisations have successfully introduced Acknowledgement of Country and Welcome to Country protocols. This generally involves acknowledging Aboriginal and/or Torres Strait Islander Country at meetings and public events. Where possible, this may also extend to inviting local Aboriginal and Torres Strait Islander peoples to provide a traditional Welcome to Country at official events.

Acknowledgment protocols promote the recognition and appreciation of Aboriginal and Torres Strait Islander cultures and help foster respect between the local Aboriginal and/or Torres Strait Islander community, the RAP organisation and its employees.

Impact assessment

**Commitment**

256 RAP organisations committed to practice Acknowledgment of Country and/or Welcome to Country protocols.

**Action**

83 per cent of RAP organisations that reported on this action met or exceeded their commitment.

A further 11 per cent of RAP organisations are in the process of implementing their commitment.

**Impact**

More than 1.4 million Australians work or study in RAP organisations that recognise the importance of acknowledging traditional owners.
Fred Chaney, member of the Panel for Constitutional Recognition of Aboriginal and Torres Strait Islander peoples, with Noongar elder Dr Richard Walley and Reconciliation Australia CEO Leah Armstrong at Rio Tinto’s RAP community event in Perth. Photo courtesy of Rio Tinto.
Arrernte elder Walangari Kamtawarra welcoming new Australians at the Department of Immigration and Citizenship’s ceremony at the Sydney Opera House. Photo courtesy of DIAC.
RAP success story

Department of Immigration and Citizenship: a journey of understanding for Australia’s newest citizens

The Australian Government Department of Immigration and Citizenship (DIAC) understands that showing respect for Aboriginal and Torres Strait Islander peoples is an important part of reconciliation. As part of its 2010 RAP, the department incorporated traditional Welcome to Country and Acknowledgements of Country protocols into all of its citizenship ceremonies.

DIAC Assistant Secretary Ben Neal says the protocols show the department is committed to its RAP.

“Australian citizenship is a very important part of being an Australian,” Mr Neal said. “We’ve always been proud of our Indigenous heritage in Australia—but we haven’t recognised that in our citizenship ceremonies.

“I’m proud to say that Welcome to Country now forms a real part of citizenship ceremonies performed by the department.”

As well as strengthening relationships between Aboriginal and Torres Strait Islander peoples and other Australians, the protocols are helping to educate Australia’s newest citizens about the history and culture of Australia’s First Peoples.

“The ceremony is an ideal place to awaken interest and start the journey of understanding for our newest Australians,” Mr Neal said.

“People from many different backgrounds who are new to Australia now have a better understanding of the history of our country and where we’ve come from.”

In July 2010, DIAC launched Citizenship Day with a ceremony held at the Sydney Opera House. The citizenship ceremony included a traditional performance and smoking ceremony by the Diramu Aboriginal Dance and Didgeridoo group led by Arrernte Aboriginal elder Walangari Karntawarra.

“Acknowledgements of Country are important because they help to break down barriers by allowing people to recognise each other in a comfortable way,” Mr Karntawarra said.

“An Acknowledgement of Country is showing respect to the traditional Aboriginal owners of the land and should be done because it’s the right thing to do,” Mr Karntawarra said.

“It shouldn’t be seen as the politically correct thing to do in public … it’s more about following your own values and treating others how you would want to be treated.

“Public acknowledgement of the Indigenous peoples of this land only helps to build a better Australia through tolerance and understanding amongst all peoples.”
The promotion of Aboriginal and Torres Strait Islander cultures is an integral part of fostering respect within RAP organisations and the community at large.

Actions that promote Aboriginal and Torres Strait Islander cultures include distributing Aboriginal and Torres Strait Islander media resources and calendars of relevant events, and displaying and/or promoting Aboriginal and Torres Strait Islander art, flags, books and music.

These actions are tangible and highly visible expressions of respect for Aboriginal and Torres Strait Islander peoples and cultures. They are an important part of building awareness and understanding among staff and customers. Such actions also help make Aboriginal and Torres Strait Islander employees and customers feel welcome and appreciated.

The celebration of Aboriginal and Torres Strait Islander cultures is essential for the development and re-enforcement of mutual understanding and respect.

RAP organisations celebrate Aboriginal and Torres Strait Islander cultures in a variety of ways, including participating in events such as NAIDOC Week. An increasing number of RAP organisations are providing financial and in-kind support for activities that celebrate Aboriginal and Torres Strait Islander cultures.

Most organisations host National Reconciliation Week events for staff, clients and customers. National Reconciliation Week is a time to celebrate and build on the respectful relationships shared by Aboriginal and Torres Strait Islander peoples and other Australians.

Impact assessment

Commitment

253 RAP organisations committed to promoting Aboriginal and Torres Strait Islander cultures.

235 RAP organisations committed to participate in, host or support events and activities that celebrate Aboriginal and Torres Strait Islander cultures.

Action

87 per cent of RAP organisations that reported on this action met or exceeded their commitment to promote Aboriginal and Torres Strait Islander cultures.

90 per cent of RAP organisations to have reported on this action met or exceeded their commitment to celebrate Aboriginal and Torres Strait Islander cultures.

Impact

More than 1.4 million Australians work or study in RAP organisations that promote and celebrate Aboriginal and Torres Strait islander cultures.
North Queensland Cowboy players with National Rugby League CEO David Gallop at the NRL’s second RAP launch. Photo by Claire Toepfer.
Respect: impact summary

**Highlights**

RAPs are building a nation that understands its Aboriginal and Torres Strait Islander cultural roots.

As at 30 September 2011, cultural awareness training was offered to nearly 170,000 people in RAP organisations. So far, 22,232 have participated.

RAPs demonstrate respect for traditional owners and local Aboriginal and Torres Strait Islander communities all over Australia.

More than 1.4 million Australians work or study in organisations that recognise the importance of acknowledging traditional owners through Acknowledgement of Country and Welcome to Country protocols.

RAPs promote and celebrate Aboriginal and Torres Strait Islander culture.

The rich culture of Australia’s First Peoples is celebrated and actively promoted by 235 organisations around Australia.

**Lessons**

Creating a culture of respect in the workplace is fundamental to delivering sustainable opportunities for Aboriginal and Torres Strait Islander peoples.

A respectful workplace is more likely to attract and retain Aboriginal and Torres Strait Islander workers and form lasting relationships with Aboriginal and Torres Strait Islander businesses.

A targeted and staged approach to building cultural awareness is more likely to succeed.

Building a workplace that is culturally competent takes time, money and effort. Organisations should set realistic targets and focus on the employees who will benefit the most. Developing a cultural awareness strategy is an important first step.

Providing a spectrum of cultural awareness activities is appropriate for many organisations.

Leading RAP organisations develop a range of cultural awareness training based on employees’ needs, ranging from e-learning modules to workshops and cultural immersion programs.

Engaging CEOs and senior management in cultural awareness activities is critical.

Organisations that have successfully engaged their CEO and senior management in cultural awareness and immersion activities are more likely to embed these practices throughout the workplace.

It is important to work with traditional owners and local communities to develop protocols.

Developing agreed procedures with traditional owners helps build relationships and ensures the appropriate practice of protocols.
Next steps

Reconciliation Australia will build a nation of leaders who understand and respect Aboriginal and Torres Strait Islander cultures.

Reconciliation Australia will engage business, government and community leaders from around Australia in activities that will increase their understanding and awareness of reconciliation and Aboriginal and Torres Strait Islander cultures.

Reconciliation Australia will promote best practice in building a socially inclusive and culturally respectful workplace.

Reconciliation Australia will develop and share best practice case studies about successful actions implemented by RAP organisations.
“Mutual respect is at the core of our RAP. We want our people to come to an understanding of the values and strengths of Indigenous culture and to recognise the challenges and disadvantages we must overcome as a community together.”

David Fagan, Chief Executive Partner, Clayton Utz
As visitors and locals enter Adelaide’s Victoria Square, two great Australian symbols greet them—the Australian flag and the Aboriginal flag. First flown at Tarndanyangga (the Kaurna name for Victoria Square) in 1971 during a land rights rally, the red, yellow and black flag became a permanent fixture in 2002 when council members voted unanimously to fly the flag permanently.

But 2002 was just the beginning of Adelaide City Council’s reconciliation journey. In 2008, the council became one of the first local governments to adopt a RAP and has since reported and refreshed its RAP annually—showing not only a commitment to its RAP but a commitment to honestly and publicly tracking its progress.

Sharron Williams is a member of the council’s Reconciliation Committee, who advises the council’s RAP working group on its RAP actions. As a proud Kaurna Narangga woman, Ms Williams says actions such as Acknowledgements of Country and flying both the Aboriginal and Torres Strait Islander flags helps to recognise the Aboriginal people living in the city.

“Acknowledgements of Country are a huge step forward,” Ms Williams said.

“There’s still a really strong commitment in South Australia to incorporate those protocols into our meetings, events and ceremonies.

“They’re about acknowledgement, recognising Aboriginal people and respecting our input.”

Kaurna Acknowledgement is the first item of business in all Council meetings while local elders provide a Welcome to Country at a minimum of 12 council events each year. Deputy Mayor David Plumridge says working with elders, through various functions, is helping to create more enduring relationships.

“Actions such as Acknowledgements of Country do help to build that relationship,” Mr Plumridge said.

“While it takes time, we’ve gradually been able to form relationships which are based on trust and understanding.”

As well as supporting Aboriginal cultures and histories during NAIDOC Week and National Reconciliation Week, the council has also created practical opportunities for Aboriginal and Torres Strait Islander peoples through tourism, traineeships and financial support institutions. Ms Williams has credited the council’s ongoing relationship with the local Kaurna people for its remarkable RAP outcomes.

“With each new RAP, the council’s relationship with the local Aboriginal community seems to grow and move to that next level.

“Every year the relationship is more trusting, more positive and more interactive,” Ms Williams said.
Lourdes Hill College in Brisbane was one of the first schools to formulate a RAP. Photo by Wayne Quilliam.
RAPs provide the framework for organisations to provide sustainable employment, training, education and business opportunities for Aboriginal and Torres Strait Islander peoples and their communities.

RAP organisations are committed to significantly increasing the number of Aboriginal and Torres Strait Islander peoples in their workforce. They are working together to learn the best way of achieving this.

In some RAP organisations, the process of meeting employment targets revealed the underlying need for pathways to work, such as traineeships, cadetships and student scholarships.

Many RAP organisations are looking to procure services from Aboriginal and Torres Strait Islander businesses. They are also working to ensure that their services meet the needs of Aboriginal and Torres Strait Islander customers.

To convert opportunities into real actions and outcomes for Aboriginal and Torres Strait Islander peoples, Reconciliation Australia believes RAP organisations must first focus on building their own capabilities. Sustainable outcomes must be built on a foundation of strong relationships and cultural respect for Aboriginal and Torres Strait Islander peoples.
RAP success story
Transfield Services: setting high standards in Aboriginal and Torres Strait Islander employment

With an ambitious employment target of four per cent, Transfield Services is committed to including more Aboriginal and Torres Strait Islander peoples in the success and growth of its business. The company estimates an additional 170 positions have been created for Aboriginal and Torres Strait Islander peoples since the launch of its RAP in 2007.

CEO and Managing Director Peter Goode believes setting high targets is ensuring that Transfield Services continues to lead the way in Indigenous employment.

“Our targets challenge the organisation and drive us to look at all opportunities and avenues in order to support Indigenous people, such as Indigenous enterprise, sub-contractors and local small to medium business,” Mr Goode said.

With an increase in Aboriginal and Torres Strait Islander employment of more than 70 per cent since 2007, Transfield Services understands that achieving its targets requires a cultural change within the organisation, and an investment in building relationships with the local communities in which it works.

“The main reason we’ve had such great success is because we’re serious about the time and effort it takes to build relationships with Indigenous people and their communities,” Mr Goode said.

“We took the time to invest in engaging with communities and individuals to build mutually beneficial relationships based on understanding.”

Providing local Aboriginal and Torres Strait Islander people with opportunities for employment is also an important part of Transfield’s RAP. At the Flash Butt Weld site in Port Augusta, Aboriginal and Torres Strait Islander employees account for almost half of the workforce with over 20 employees working on a major rail project. Corey Bawden has been employed as a rail track worker for almost 12 months and says his future definitely involves a career with Transfield Services.

“I feel supported and I see myself staying here so I can learn more skills,” Mr Bawden said.

“The job satisfaction is great—and I’ve already spoken to other Aboriginal people in my community about working here.”

By supporting local people, Transfield has generated a positive reputation among the communities it works in, and while it recognise that building new relationships with Aboriginal and Torres Strait Islander communities will take time it’s something the company is happy to commit to.

“Our business model is based on long-term relationships, a value that we take with us to any community we engage with.

“Trust is not built in one conversation and often it is important for us to meet with communities several times before a trusting relationship is formed,” Mr Goode said.

“For us as a business, a local workforce has clear financial benefits but in addition we are supporting the social footprint of the community.”
Transfield staff on site. Photo courtesy of Transfield.
The commitment to increasing Aboriginal and Torres Strait Islander employment has been met with enthusiasm by many RAP organisations. This practical commitment to employment is forged by strong relationships and respect for existing Aboriginal and Torres Strait Islander staff, partners, communities and stakeholders.

Many RAP organisations have developed Aboriginal and Torres Strait Islander employment strategies as part of their RAP. These strategies outline measurable and time-bound employment targets and specific actions to improve recruitment, retention and career development for Aboriginal and Torres Strait Islander staff.

RAPs focus on the capabilities and culture of the organisation and help embed Aboriginal and Torres Strait Islander employment targets into business plans. Together these actions move organisations from ‘pledge to placement’ and create long-term and sustainable job opportunities for Aboriginal and Torres Strait Islander peoples.

### Impact assessment

#### Commitment

<table>
<thead>
<tr>
<th>Action</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>RAP organisations committed to employing</td>
<td>21,049 Aboriginal and Torres Strait Islander peoples.</td>
</tr>
<tr>
<td>RAP organisations committed to increasing employment of Aboriginal and Torres Strait Islander peoples.</td>
<td>164</td>
</tr>
<tr>
<td>RAP organisations committed to developing an Aboriginal and Torres Strait Islander employment strategy.</td>
<td>155</td>
</tr>
<tr>
<td>RAP organisations committed to providing on-the-job training and/or career development for Aboriginal and Torres Strait Islander employees.</td>
<td>97</td>
</tr>
</tbody>
</table>

#### Action

27 per cent of RAP organisations that reported on this action have met or exceeded their Aboriginal and Torres Strait Islander employment target.

A further 62 per cent of RAP organisations are in the process of implementing their commitment.

#### Impact

As at 30 September 2011, 13,397 Aboriginal and Torres Strait Islander people were reported to have been employed by RAP organisations.
Since the launch of its RAP in 2009, Wesfarmers has led the way in developing innovative employment models aimed at increasing Aboriginal and Torres Strait Islander staff. With retail outlets such as Coles, Target and Kmart flying under the Wesfarmers banner, the organisation has been able to focus its employment strategy at a local level. Managing Director, Richard Goyder, says the organisation is in an ideal position to make a difference.

"Being Australia's largest private sector employer, we're able to provide Aboriginal and Torres Strait Islander peoples with greater opportunities to participate in our country’s economic prosperity," Mr Goyder said.

"By creating opportunities, showing respect and developing relationships we can play a part in wiping out the unacceptable gaps that exist between Aboriginal and Torres Strait Islander peoples and the wider Australian community."

Equally excited about the commitments made in Wesfarmers’ RAP is Coles Store Development and Operations Director, Stuart Machin. He believes that caring about Australia and the community also means having diversity within Coles stores.

"We want to represent the communities we serve through having a diverse team," Mr Machin said.

“It’s important that we welcome Aboriginal and Torres Strait Islander peoples as team members, in our stores, offices and distribution centres—and as customers or visitors to our business.”

In May 2010, Coles opened a new store at Edmonton, a southern suburb of Cairns. A pilot program, which aimed at encouraging mature Aboriginal and Torres Strait Islander people to return to the workforce, saw eight Indigenous Australians join the organisation.

Sharon Daylight was one of the original eight team members employed by the pilot program and has now become an integral part of Coles’ Customer Service Department.

“I love my job and I am feeling more and more confident—the responsibilities that I have been given have made me work harder.”

The success of Wesfarmers’ employment strategy has also been attributed to having an awareness of all the factors required to recruit and retain good-quality team members. Part of this strategy involves creating a supportive environment for Aboriginal and Torres Strait Islander staff and the opportunity for advancement.

"I have had every opportunity available to me that every other team member has, I love what I do here and the support that I get from the team is fantastic," Ms Daylight said.

“There are very exciting times ahead for me.”

Dean Hegarty and Sharon Daylight working at Coles, Edmonton. Photo courtesy of Wesfarmers.
Pathways to work

Many RAP organisations focus on building their Aboriginal and Torres Strait Islander workforce through significant investment in apprenticeship and traineeship programs.

Apprenticeships and traineeships typically combine paid work with structured training and development, often resulting in a nationally recognised qualification. In addition to providing participants with the knowledge and skills to commence a career, apprenticeship and traineeship programs also provide access to mentors and support networks.

RAP organisations have also demonstrated a strong commitment to cadetship and internship programs. Aboriginal and Torres Strait Islander cadetships typically involve a combination of full-time study and work placement. Cadets receive a wage while working and often receive financial support for their study. Internships are similar to cadetships, but may not provide a wage during the work placement.

Cadetships and internships provide Aboriginal and Torres Strait Islander students with the opportunity to gain valuable work experience and exposure to some of Australia’s largest and most progressive organisations.

Impact assessment

Commitment

RAP organisations committed to providing 1,509 Aboriginal and Torres Strait Islander apprenticeships and traineeships.

111 RAP organisations committed to Aboriginal and Torres Strait Islander apprenticeships and/or traineeships.

101 RAP organisations committed to Aboriginal and Torres Strait Islander cadetships and/or internships.

Action

67 per cent of RAP organisations that reported on this action met or exceeded their Aboriginal and Torres Strait Islander apprenticeship and/or traineeship target.

A further 18 per cent of RAP organisations are in the process of implementing their commitment in this area.

60 per cent of RAP organisations that reported on this action met or exceeded their Aboriginal and Torres Strait Islander cadetship and/or internship target.

A further 23 per cent of RAP organisations are in the process of implementing their commitment in this area.

Impact

As at 30 September 2011, 908 Aboriginal and Torres Strait Islander apprenticeships and traineeships have been filled by RAP organisations.
“We know the journey to reconciliation will take collaboration, perseverance and passion, and we are committed to staying the course alongside our fellow Australians, our partners, our employees and the communities in which we serve.”

Gail Kelly, CEO, Westpac
RAP success story
Qantas: creating opportunities through pathways to work programs

Qantas was the third largest corporation to sign a RAP in 2007 and has since focused its recruitment plan on young Aboriginal and Torres Strait Islander peoples. Initiatives such as school-based traineeships, university cadetships and engineering apprenticeships are encouraging young Aboriginal and Torres Strait Islanders to join the team.

Shanise Lawrence started her school-based traineeship with Qantas in December 2009. At the age of 16, Shanise worked across four departments and is now employed full-time in the customer service area.

“When I was a trainee I was ‘buddied’ up with another Indigenous worker on my level who I could go to for support any time,” Ms Lawrence said.

“My supervisor was wonderful and even now we still have contact.”

By providing trainees with a supportive environment, Qantas has been able to increase its Aboriginal and Torres Strait Islander workforce by 56 per cent. By December 2011, the company aims to have 400 Aboriginal and Torres Strait Islander people employed across various roles such as cabin crew, customer service, ramp and baggage handling and in corporate areas. Ms Lawrence says it’s important to have Aboriginal and Torres Strait Islander employees working in senior roles and customer service positions.

“Our customers know that Qantas employees are from different backgrounds and cultures.

“It’s important to have diversity, especially in front-of-house positions.”

The Qantas employment model ensures Aboriginal and Torres Strait Islander employees are not limited to entry-level positions. Jason Timor is Qantas’ Indigenous Recruitment Advisor and says it’s important to provide Aboriginal and Torres Strait Islander job seekers with sustainable career pathways.

“The foundation for our Indigenous employment strategy is centred around school-based trainees and Indigenous cadetships as this provides us with an education-to-employment pipeline of Indigenous talent,” he said.

“Qantas has committed to long-term investment in Indigenous talent and understands this area of the candidate market is an untapped resource.”

Ashton Vea Vea also started his school-based traineeship with Qantas in 2009 and currently works full time in the ramp services area. He shares the views of Ms Lawrence and believes a supportive environment can have a positive effect on staff retention.

“My manager was always interested in how we [school-based trainees] were progressing—the communication was excellent,” Mr Vea Vea said.

Creating job opportunities for Aboriginal and Torres Strait Islander youth is also helping to create better relationships between Indigenous and non-Indigenous staff members. While there is still room for improvement, Mr Vea Vea says over the past three years he’s been able to form good relationships with both Indigenous and non-Indigenous co-workers.

“Having more Aboriginal and Torres Strait Islander employees, particularly trainees, is creating a supportive environment where people from all cultures can learn from each other,” Mr Vea Vea said.

“I’m happy to stay here for as long as possible—it’s a good place to work and there are good people to work with.”
Qantas staff help celebrate the 40th anniversary of the 1967 referendum. Photo by Wayne Quillan.
Scholarships for Aboriginal and Torres Strait Islander students

Improving education outcomes for Aboriginal and Torres Strait Islander school children is central to broader efforts to ‘close the gap’. Education is vital to gaining employment and building economic independence, and may also lead to improved health and social outcomes.

RAP organisations are playing their part in improving education outcomes for Aboriginal and Torres Strait Islander peoples by providing student scholarships.

Student scholarships enable Aboriginal and Torres Strait Islander students in financial need to attend some of Australia’s leading schools and universities.

RAP organisations provide support for student scholarships through their direct relationships with education providers, and by providing financial support to organisations such as the Australian Indigenous Education Foundation and Yalari.

Some RAP organisations play an active role in mentoring Aboriginal and Torres Strait Islander students, or by funding organisations such as the Australian Indigenous Mentoring Experience.

Impact assessment

Commitment

54 RAP organisations committed to providing funding for scholarships for Aboriginal and Torres Strait Islander students.

These organisations have committed $7.3 million to support Aboriginal and Torres Strait Islander students.

Action

63 per cent of RAP organisations that reported on this action met or exceeded their Aboriginal and Torres Strait Islander student scholarship target.

A further 31 per cent of RAP organisations are in the process of implementing their commitment.

Impact

RAP organisations provided $9.24 million to support Aboriginal and Torres Strait Islander scholarships.

$4.26 million directly supported scholarships for Aboriginal and Torres Strait Islander students

$4.98 million was provided to scholarship funds such as the Australian Indigenous Education Foundation.
Angie Martin, a descendent of the Kooma and Kamilaroi peoples, is the first recipient of the Australian National University’s (ANU) College of Arts and Social Sciences Indigenous Australian Graduate Scholarship. The 28-year-old Masters in Anthropology student feels proud her efforts were recognised.

“It was really affirming to receive the scholarship,” Ms Martin said.

“Being recognised by an organisation like ANU really meant a lot to me. It felt like I was on the right track.”

Coming from a family that has always been involved in Indigenous issues, Ms Martin has learnt the importance of listening before asking questions to gain an appreciation for the bigger picture. This appreciation has proven to be a valuable attribute in both her education and workplace.

“To feel competent and competitive in an environment where I know Aboriginal and Torres Strait Islander people have not always been appropriately represented fills me with a sense of personal achievement and responsibility.”

The new Indigenous scholarship program is one of ANU’s RAP actions aimed at creating more opportunities for Aboriginal and Torres Strait Islander postgraduate students. Dean of Education in the College of Arts and Social Sciences, Professor Joan Beaumont, says each college has developed its own RAP committee to take ownership of the commitments made in the RAP.

“What we’re trying to do is develop initiatives in a way that doesn’t appear to be too managerial,” Professor Beaumont said.

“While our college is already doing a lot of work in Aboriginal and Torres Strait Islander areas the challenge has been to engage both students and academics in other disciplines where you don’t have that sort of engagement with social issues.”

Professor Beaumont is also passionate about seeing the next generation of Indigenous leaders take the stage. She believes ANU is in a position to encourage more Aboriginal and Torres Strait Islander students to complete tertiary education.

“We’ve got to a point where we need very strong Indigenous leadership,” Professor Beaumont said.

“It’s neither appropriate nor helpful for the non-Indigenous Australians of this country to keep telling Aboriginal and Torres Strait Islander people what the solutions are.

“If we can assist in creating a strong Indigenous leadership cohort then that’s what the role of the university should be.”
Former ANU Vice Chancellor Professor Ian Chubb; former ANU Chancellor Kim Beazley and former Reconciliation Australia CEO Paul O'Callaghan watch Lewis Langton perform at ANU’s RAP launch in 2009. Photo courtesy of ANU.
Engagement with Aboriginal and Torres Strait Islander businesses

Engaging with and supporting Aboriginal and Torres Strait Islander businesses and enterprises is a key priority of the RAP program.

A thriving and sustainable Aboriginal and Torres Strait Islander business sector will provide significant economic benefits to business owners, employees, families and communities.

A growing number of RAP organisations are committed to developing Aboriginal and Torres Strait Islander business strategies and targets.

This ambition is strongly supported by the Australian Government and organisations such as the Australian Indigenous Minority Supplier Council (AIMSC).

Many RAP organisations are also committed to providing specialist skills and expertise to help establish and support Aboriginal and Torres Strait Islander businesses and entrepreneurs.

Impact assessment

Commitment

122 RAP organisations committed to engage with and/or support Aboriginal and Torres Strait Islander businesses.

34 RAP organisations committed to develop an Indigenous business strategy and 24 will set specific Indigenous business procurement targets.

70 RAP organisations committed to providing mentoring and/or support for Indigenous businesses.

Action

89 per cent of RAP organisations that reported on this action have met or exceeded their commitment.

A further 11 per cent of RAP organisations are in the process of implementing their commitment.

Impact

51 RAP organisations are members of AIMSC. These RAP organisations have purchased $26 million worth of goods and services from AIMSC-certified suppliers.

RAP organisations that are members of AIMSC are doing business with AIMSC-certified suppliers at more than three times the rate of non-RAP AIMSC members.

Impact measurement report 55
Working in partnership with the RAP program, the Australian Indigenous Minority Supplier Council (AIMSC) is helping to support Aboriginal and Torres Strait Islander businesses around Australia. AIMSC’s vision is to create a sustainable, vibrant and prosperous Indigenous enterprise sector where small to medium businesses have the opportunity to be integrated into the supply chains of Australian companies and government agencies. Mary Doherty, Head of Partnerships for AIMSC, says organisations with a RAP have a better understanding of Aboriginal and Torres Strait Islander businesses.

“When corporate and government organisations have a RAP, or are in the process of putting one together, staff at all levels within the organisation have a better idea of what the aspirations and expectations are in relation to Indigenous businesses,” Ms Doherty said.

“There is a willingness within industry and government to engage meaningfully with certified Indigenous businesses—and it’s resulted in contracts for our certified suppliers worth $24 million to date.”

AIMSC’s successes are the result of its ability to connect corporations, government agencies and not-for-profit organisations with Australian Indigenous businesses through its business network. By joining AIMSC, mainstream businesses have access to a database of Indigenous-owned and run suppliers—including professional services, building contractors, consultants, caterers and artists. Ms Doherty says the interaction has positive outcomes all round.


The interaction, understanding and relationships with mainstream business and governments are continually being strengthened,” she said.

As a registered supplier with AIMSC, Kallico Catering has received a large proportion of its business though the network with corporate organisations such as the Commonwealth Bank regularly using Kallico Catering for RAP events. Nene Brown from the Kallico team says AIMSC has helped to open the business to different markets.

“People who were not even considering us, such as the Commonwealth Bank and local councils, are now hiring us on a regular basis,” Ms Brown said.

“I think organisations with RAPs and that are members of AIMSC understand that Indigenous businesses can be successful.”

As well as being able to grow their business, Daryll and Nene Brown have also been able to invest in training and hiring new staff.

“Without the support of AIMSC I don’t think we would be where we are today,” Ms Brown said.

“Our successes have given a lot of Indigenous people employment as well—it’s gone way beyond what I thought it would.”
Many RAP organisations are committed to developing services and products that better meet the needs of Aboriginal and Torres Strait Islander peoples.

RAP actions that support this outcome include ensuring service delivery is culturally appropriate and respectful, focusing service provision on areas with high Aboriginal and Torres Strait Islander populations, and supporting organisations that deliver services to Aboriginal and Torres Strait Islander communities. Where appropriate, it also includes developing targeted programs and services that identify and meet the needs of Aboriginal and Torres Strait Islander peoples.

Impact assessment

Commitment

175 RAP organisations committed to improving service delivery to Aboriginal and Torres Strait Islander communities and peoples.

Action

71 per cent of RAP organisations that reported on this action have met or exceeded their commitment.

A further 27 per cent of RAP organisations are in the process of implementing their commitment.

Impact

Reconciliation Australia estimates that more than 90 per cent of Aboriginal and Torres Strait Islander peoples receive services from at least one RAP organisation that has met or exceeded its commitment in this area.
Opportunities: impact summary

Highlights

RAPs provide the foundation for significant and sustainable increases in Aboriginal and Torres Strait Islander employment.

RAP organisations are committed to employing more than 21,000 Aboriginal and Torres Strait Islander peoples. So far, 13,397 positions have been filled.

As at 30 September 2011, RAP organisations have filled nearly 1,000 Aboriginal and Torres Strait Islander apprenticeship and traineeship positions.

RAPs are helping Aboriginal and Torres Strait Islander students to achieve their ambitions.

As at 30 September 2011, RAP organisations have provided more than $9 million to support Aboriginal and Torres Strait Islander scholarships.

RAPs are helping drive a nascent Aboriginal and Torres Strait Islander business sector.

As at 30 September 2011, RAP organisations have purchased $26 million worth of goods and services from AIMSC-certified suppliers.

RAPs will deliver better and more appropriate services to Aboriginal and Torres Strait Islander peoples.

Providing a better service to their Aboriginal and Torres Strait Islander customers is an important issue for 175 RAP organisations around Australia.

Lessons

Building respectful relationships with Aboriginal and Torres Strait Islander peoples helps organisations achieve their employment, education and business targets.

RAP organisations that invest in building relationships report well above-average employment outcomes for Aboriginal and Torres Strait Islander people.

Mutually beneficial outcomes backed by a strong business case are far more likely to succeed.

Many RAP organisations have shifted away from a philanthropic perspective. Instead, they engage in long-term sustainable activities that benefit their business and Aboriginal and Torres Strait Islander peoples.

RAP actions with the greatest chance of success have a strong business case and are included in an organisation’s overall business plan.
Strategy, planning and realistic targets are essential to delivering sustainable actions.

Strategic planning in the first year of a RAP is critical to its long-term success.

Realistic targets with achievable milestones in the first year of the RAP are important for building momentum and securing support for RAP actions throughout the organisation.

Partnerships are critical to successful outcomes.

Actions to improve employment, education and business outcomes are best done in partnership with established organisations working in these areas.

Next steps

Increase awareness of successful approaches to Aboriginal and Torres Strait Islander employment programs, businesses and education.

Reconciliation Australia will develop an extensive library of best practice approaches to business procurement, education and employment programs—including information about recruitment, retention and career advancement.

Reconciliation Australia will facilitate the spread of best practice approaches through the RAP community and to other interested organisations.

Increase the number of organisations in the RAP program.

Reconciliation Australia will continue to expand the RAP program with a focus on organisations that have the greatest potential to deliver significant employment, business and education outcomes for Aboriginal and Torres Strait Islander peoples.

Connect RAP organisations with leading Aboriginal and Torres Strait Islander people and organisations.

Reconciliation Australia will facilitate RAP industry networks and connect RAP organisations to Aboriginal and Torres Strait Islander organisations that are working to improve employment, business and education outcomes.
The launch of National Australia Bank’s (NAB) third RAP in 2011 contained commitments aimed at providing greater access to safe and affordable financial products and services and promoting financial inclusion for Aboriginal and Torres Strait Islander peoples.

Indigenous Finance and Development Manager Nathan Tyson said the RAP provided the bank with an opportunity to focus its efforts on improving access to appropriate financial service for Aboriginal and Torres Strait Islander communities.

“The RAP has been a positive vehicle for helping build trust between Aboriginal and Torres Islander peoples and the bank,” Mr Tyson said.

“Our programs focus on three key areas of employment, cultural awareness and financial inclusion. We’ve focused on areas we can help make a difference.”

The actions made in NAB’s 2011 RAP have certainly led to some great outcomes with the Indigenous Money Mentor (IMM) Network directly improving the lives of Aboriginal and Torres Strait Islander peoples.

NAB’s IMM Network provides financial information and practical assistance to Aboriginal and Torres Strait Islander clients through a network of Indigenous Money Mentors based in Western Sydney, Alice Springs, Darwin, Mackay, Lismore and the NSW Aboriginal Land Council.

Mr Tyson says NAB’s IMM Network has been successful because it works with local organisations that are already established within the community.

“We understand many Indigenous people living on low incomes are often financially marginalised as a result of a lack of access to culturally appropriate and relevant financial literacy information,” Mr Tyson said.

“IMMs work one-on-one with clients to build their knowledge of financial matters and help people with a range of issues.”

Having Money Mentors in Aboriginal and Torres Strait Islander communities is not only helping to inform the community about money matters, but is also helping create better access to NAB’s safe and affordable not-for-profit microfinance initiatives.

Since the program began, the mentors have helped more than 2,500 clients and more than 250 have accessed a No Interest Loan Scheme (NILS®) Loan.

Bevan Doyle is an Indigenous Money Mentor based at the YIRS One Stop Youth Shop in Mackay and says he’s helped more than 100 Aboriginal and Torres Strait Islander clients with financial issues, ranging from basic budgeting to applying for safe and affordable microfinance via the local NILS® provider.

“A lot of people weren’t aware there were services available in Mackay to help people with their money matters,” Mr Doyle said.

“I’ve been able to help people get back on track and now they’re in a better position to make more informed decisions. It’s great to see them feel more confident”.

The YIRS One Stop Youth Shop provides a safe and comfortable place for young Aboriginal and Torres Strait Islander peoples to learn more about managing their finances. Helping the younger generation to get back on their feet is something Mr Doyle has found particularly rewarding.

“Some of the younger people didn’t know where to go to for help with problems like being behind in phone bills or rent,” Mr Doyle said.

“We’ve helped them to create and stick to a budget and also assisted with transport so they can keep their appointments with the financial counsellor.

“Seeing them smiling again, after they’ve made it through the whole process is rewarding.

“It’s great to see them happy and on top of things again.”
Bevan Doyle and Nathan Tyson from National Australia Bank. Photo by Stephanie Rice and courtesy of NAB.
Reconciliation Australia Co-Chair Dr Tom Calma, with Prime Minister Julia Gillard, Rio Tinto’s Sam Walsh and Minister for Indigenous Affairs Jenny Macklin at the launch of Rio Tinto’s RAP. Photo by Alex Ellinghausen and courtesy of Fairfax Media.
Next steps

The RAP program has achieved huge growth and success over the last five years. This report provides a concise summary of what has been achieved in this relatively short time. It also outlines the challenges and opportunities for the program.

What is clear is that we have a model that works. The underlying philosophy at the heart of the RAP program—that strong relationships and mutual respect will create sustainable opportunities—has been shown to work with a wide range of organisations, communities and individuals. As we look to deepen and expand the RAP program, Reconciliation Australia will ensure this philosophy stays central to everything we do.

What is also clear is that there are many success stories across the RAP community. These successful initiatives come from different organisations and industries, yet have the potential to be used and adapted by everyone. A huge opportunity for the RAP program is to ensure this learning is shared widely across sectors, industries and organisations. Government can learn from the corporate sector, and large corporations can learn from small businesses and the not-for-profit sector.

From 2012 onward, the RAP program will have a greater focus on implementation. Reconciliation Australia will harness the knowledge of current RAP organisations to create practical and accessible ways to improve outcomes for Aboriginal and Torres Strait Islander peoples.

One example of this is our new Workplace Ready program, which has been funded by the Federal Government Department of Education, Employment and Workplace Relations. The Workplace Ready program will ensure that the most successful initiatives from across the RAP community are shared with large employers, to build their capabilities and drive sustainable increases in the employment of Aboriginal and Torres Strait Islander peoples.

Underpinning all of this, and the continued success of the RAP program, is the need to collect robust, honest and actionable information. Reconciliation Australia is undertaking a major review of reporting guidelines and processes to ensure RAP organisations share information in a way that is beneficial to all.

It is easy to focus on what has gone well, but as much can be learnt from what has not. We will develop a reporting regime that is less onerous, while continuing to capture and share lessons learnt across the growing RAP community.

As this report shows, we have very solid foundations upon which to build. By placing greater emphasis on what RAP organisations are doing through their action plans and renewed efforts in sharing these experiences, Reconciliation Australia will ensure the RAP program continues to build relationships, promote respect and provide opportunities for Aboriginal and Torres Strait Islander peoples.
Appendix A.
Registered RAP organisations (as at 30 September 2011)

**Corporate sector**
- Accor
- Advanced Personnel Management
- Allens Arthur Robinson
- Allen Consulting Group
- Australia and New Zealand Banking Group Ltd.
- Arnold Bloch Leibler
- Beyond 3000
- BHP Billiton
- Building Indigenous Capability Pty Ltd
- Canberra Investment Corporation Limited
- Clayton Utz
- Colmar Brunton
- Commonwealth Bank of Australia
- Corporate Express
- Cricketing Old Greats
- Dreamworld
- Essendon Football Club
- Foxtel
- Freehills Foundation
- Georgiou Group
- Gilbert + Tobin Lawyers
- InterContinental Hotels Group
- KPMG
- Lavan Legal
- Lend Lease Limited
- Maurice Blackburn Lawyers
- Mecu
- Melbourne Storm
- Metro Screen
- National Australia Bank Ltd.
- National Rugby League and
  Australian Rugby League
- News Limited
- Parsons Brinckerhoff
- PwC
- Qantas
- Qantas
- Richmond Football Club
- Rio Tinto
- Salmat Limited
- Shell Australia
- Sinclair Knight Merz
- Sodexo
- Telstra
- Transfield Services
- Wesfarmers Limited
- Westpac
- Woodside Energy Limited
- Woolworths Limited

**Federal Government**
- Attorney-General’s Department
- Australia Post
- Australian Agency for International Development
- Australian Broadcasting Corporation
- Australian Bureau of Statistics
- Australian Centre for International
  Agricultural Research
- Australian Competition and
  Consumer Commission
- Australian Customs and Border
  Protection Services
- Australian Federal Police
- Australian General Practice and Training
- Australian Government Solicitor
- Australian Hearing
- Australian Human Rights and Equal
  Opportunity Commission
- Australian Institute of Aboriginal and
  Torres Strait Islander Studies
- Australian Institute of Health and Welfare
- Australian Law Reform Commission
- Australian Medical Commission
- Australian Securities and
  Investments Commission
- Australian Security and Intelligence
  Organisation
- Australian Sports Anti-Doping Authority
- Australian Taxation Office
- Australian Transaction Reports
  and Analysis Centre
- Centrelink
- Child Support Agency
- Comcare
- Commonwealth Director of Public Prosecutions
- Commonwealth Rehabilitation Service Australia
- Department of Agriculture, Fisheries and Forestry
- Department of Australian Building and
  Construction Commissioner
- Department of Broadband, Communications
  and the Digital Economy
- Department of Climate Change and
  Energy Efficiency
- Department of Defence
- Department of Education, Employment and
  Workplace Relations
- Department of Families, Housing, Community
  Services and Indigenous Affairs
- Department of Finance and Deregulation
- Department of Foreign Affairs and Trade
- Department of Health and Ageing
- Department of Human Services
- Department of Immigration and Citizenship
- Department of Infrastructure, Transport,
  Regional Development and Local Government
- Department of Innovation, Industry, Science
  and Research
- Department of the Prime Minister and Cabinet
- Department of Resources, Energy and Tourism
- Department of Sustainability, Environment,
  Water, Population and Communities
- Export Finance and Insurance Corporation
- Fair Work Ombudsman
- Indigenous Business Australia
- Insolvency and Trustee Service Australia
- Intellectual Property Australia
- Medicare Australia
- Migration Review Tribunal and Refugee
  Review Tribunal
- Museum of Australian Democracy—Old
  Parliament House
- National Native Title Tribunal
- Office of Parliamentary Counsel
- Office of the Registrar of
  Indigenous Corporations
- Private Health Insurance Administration Council
- Private Health Insurance Ombudsman
- SBS Corporation
- The Treasury
- Tourism Australia

**State governments**
- Australian Capital Territory
  - ACT Department of Disability, Housing and
    Community Service
  - ACT Department of Education and Training
  - ACT Human Rights Commission
- New South Wales
  - New South Wales Fire Brigades
  - Sydney Opera House
  - Queensland
  - Legal Aid Queensland
  - Department of Transport and Main Roads
  - Queensland Government
- South Australia
  - Department for Administrative and
    Information Services
  - Department for Environment and Heritage
  - Department for Families and Communities
  - Department for Transport, Energy and
    Infrastructure
  - Department of Education and
    Children’s Services
  - Department of Further Education, Employment,
    Science and Technology
  - Department of Health
  - Department of the Premier and Cabinet
  - Department of Primary Industries and
    Resources
  - Department of Trade and
    Economic Development
  - Department of Treasury and Finance
  - Department of Water, Land and
    Biodiversity Conservation
  - SA Water
- South Australia Police
- Victoria
  - Department of Human Services
  - Department of Health
  - Victoria Police
- Western Australia
  - Botanic Gardens and Parks Authority
  - Child and Adolescent Health Service
  - Commissioner for Children and Young People
Department of the Attorney-General
Department for Child Protection
Department for Planning and Infrastructure
Department of Agriculture and Food
Department of Commerce
Department of Health
Department of Indigenous Affairs
Department of Local Government and Regional Development
Department of Racing, Gaming and Liquor
Department of Sport and Recreation
Department of the Registrar Western Australian Industrial Relations Commission
Department of Treasury and Finance
Disability Services Commission
Drug and Alcohol Office
Economic Regulation Authority
Equal Opportunity Commission
Fire and Emergency Services Authority of Western Australia
Forest Products Commission
Horizon Power
Insurance Commission of Western Australia
LandCorp
Landgate
Legal Aid Western Australia
LotteryWest
Main Roads
Midland Redevelopment Authority
National Trust of Australia WA
Office of Energy
Office of the Director of Public Prosecutions
Office of the Inspector of Custodial Services
Office of the Public Advocate
Racing and Wagering WA
Rottnest Island Authority
Perth Mint
Public Transport Authority of Western Australia
Small Business Development Corporation
South Metropolitan Area Health Services
State Library of Western Australia
Tourism Western Australia
WA Electoral Commission
Water Corporation
WorkCover WA Authority

Local governments
Adelaide City Council
Ashfield Council
Blacktown City Council
City of Cockburn
City of Melbourne
City of Rockingham
Moonee Shire Council
Town of Narrogin
Warringah Council

Not-for-profit organisations
ACT Council of Social Service
Alcohol Education and Rehabilitation Foundation
Amnesty International Australia
Bayside Family Day Care
Brisbane Youth Service Inc
Committee for Perth
Communities for Children
Communities@Work
Credit Union Foundation Australia
Diocesan Catholic Education Office Rockhampton
Engineers Without Borders
General Practice Gold Coast
Knox Community Health Service
Latrobe Community Health Service
Life Without Borders
Mission Australia
National Australia Day Council
Northern Pride Rugby League Club
NSW Users and AIDS Association
Nulsen
Oxfam Australia
Queensland Council of Social Service
Reconciliation Australia
Regional Group Training
Relationships Australia Queensland
Save the Children Australia
Scripture Union Queensland
St John’s Anglican Church Mona Vale
St Vincent’s Health Australia
Sutherland Shire Citizens for Native Title and Reconciliation
TEAR Australia
The Fred Hollows Foundation
The Smiith Family
UnitingCare Gippsland
Urban Seed
Woden Community Services Inc
Yarntteen
YWCA NSW
YWCA of Canberra
YWCA Perth
YWCA Queensland
Zoos Victoria

Peak organisations
Australian Financial Counselling and Credit Reform Association
Australian Nursing Federation
Engineers Australia
Family Relationship Services Australia
Health and Community Services
Workforce Council
Law Council of Australia
National Breast and Ovarian Cancer Centre
Peak Care Oit Inc
Planning Institute of Australia
Principals Australia
The Australian Institute of Architects Victorian Principals
The Royal Australasian College of Physicians

Tertiary institutions
Australian National University
Curtin University of Technology
Edith Cowan University
TAFE NSW North Coast Institute
University of Queensland School of Psychology
University of Ballarat
University of Canberra
University of Melbourne
University of Newcastle
University of Sunshine Coast

Schools
Ainslie School
Barrenjoey High School
Bellbird Public School
Blaxland Preschool Kindergarten
Carole Park State School
Christ Church Grammar School
Christies Beach High School
Giralang Primary School
Hawthornedene Primary School
Heately State Primary School
Katanning Senior High School
Lourdes Hill College
Lumen Christi Catholic College
Meadowbank Public School
Melbourne Girls Grammar School
Merici College
Mount Barker Primary School
Nagle Catholic College
Narrabundah Primary School
Richardson Primary School
Rostrevor College
Sapphire Coast Anglican College
St Clares College
St Damians Primary School
St Gerard Majella School
St Patrick’s College, Ballarat
Staines Memorial College
Stromlo Cluster of Schools
The Glennie School
Wanniassa School Senior Campus
Westminster School
Whitley College