



ETC'S STRETCH RECONCILIATION ACTION PLAN (RAP)

JANUARY 2019 TO DECEMBER 2021



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ETC acknowledges Aboriginal and Torres Strait Islander Peoples as the First Peoples of this nation. We acknowledge the Traditional Owners of the living lands where our services are delivered, and pay our respects to the Elders - past, present and future - of those communities.

ETC's Vision for Reconciliation

Enterprise and Training Company Limited (ETC)'s vision for Reconciliation is for there to be an end to the disparity between Aboriginal and Torres Strait Islander peoples and other Australians, so that all Australians have equal opportunities for growth and prosperity.

ETC wishes to contribute to creating a fairer and more equitable society in our regions of operation and support the resolution of Reconciliation Australia and the Australian Government to contribute to "Closing the Gap" – particularly in our core business areas of employment, training, and business growth.

Our Business

ETC is a not for profit community-focussed organisation with its head office in Coffs Harbour NSW and a service delivery footprint stretching along the East Coast between Tuncurry and the Gold Coast. We have been operating since 1989.

Our core business is helping people in many different situations to overcome their personal challenges and develop the skills they need to find sustainable employment, and assisting small businesses to start and grow. We achieve this through the provision of employment, training and business services via Australian and State Government funded programs. These include generalist services, including jobactive employment services and the New Enterprise Incentive Scheme (NEIS), which assists job seekers enter self-employment; and specialist programs for Aboriginal and Torres Strait Islander peoples (NSW Government funded New Careers for Aboriginal People (NCAP) and Aboriginal Enterprise Development Officer (AEDO), people with disability (Disability Employment Services) and young people aged 15-21 years (Transition to Work). ETC is a Registered Training Organisation (RTO), approved to deliver state government funded training in NSW and Queensland.

ETC is governed by a Board of Directors, and is led by a senior management team including CEO, Chief Financial Officer, Chief Operations Officer, General Manager Training and Business Services, HR Manager, Business Improvement Manager, Marketing Manager, IT Manager and Community Programs Manager.

As a not for profit organisation, any surplus generated is reinvested back into the communities we serve and back into our company, for example, through the ETC Community Support Fund. ETC has many existing and sustainable relationships with Aboriginal and Torres Strait Islander organisations, and has invested strongly in programs which have resulted in positive training and employment outcomes for Aboriginal and Torres Strait Islander Australians.

Staffing

ETC employs an average of 280 staff, and we monitor through our RAP reporting and Indigenous Employment Strategy how closely we adhere to our target percentage of Aboriginal and Torres Strait Islander employees (4% in our previous RAP, based on the Aboriginal and Torres Strait Islander population average across our regions, and 6% in this, our stretch RAP).

As at March 2018, our actual number of Aboriginal and Torres Strait Islander employees exceeded our previous RAP target at 5.4%, or 15 employees of a total 278.

Geographic Coverage

ETC has offices in 28 towns throughout our service delivery area. This reach encompasses the Aboriginal nations of:

- The Yugambah people on the Gold Coast
- The Bundjalung Nation from Grafton to the Queensland border
- The Yaegl people in Yamba, Iluka and Maclean
- The Gumbaynggirr Nation on the NSW Mid North Coast from Stuarts Point in the south to South Grafton in the north, and along the ridges of Nymboida to Dorrigo
- The Dunghutti Nation in the Macleay Valley region
- The Birpai Nation in the Hasting Valley region
- The Biripi Nation in (predominantly) the Manning Valley.

ETC's Reconciliation Action Plan

ETC has a RAP to help us remain innovative about working together with Aboriginal and Torres Strait Islander organisations and communities to achieve our RAP vision for there to be an end to the disparity between Aboriginal and Torres Strait Islander peoples and other Australians.

Our RAP helps us to continue to improve our working relationships with Aboriginal and Torres Strait Islander communities, enhance our service delivery to Aboriginal and Torres Strait Islander Australians, and promote understanding and community harmony in order to create strong, inclusive and sustainable communities.

ETC is committed to promoting reconciliation throughout our services and the ways we engage with the community. We are passionate about embracing the three key RAP values of Respect, Opportunities and Relationships for everyone who engages with ETC regardless of their race, religion or socio-economic background. The RAP and its values align closely with ETC's corporate values of Respect, Integrity, Success and Empowerment; our Vision to be a provider of choice delivering positive social change in our communities; and our Mission that we are committed to empowering people through employment, business growth and skills development. The RAP is one of the ways in which we achieve our Vision and Mission and live by our values.

Along with the documents in our Indigenous Toolkit on our company Intranet, this RAP will enhance the ways in which we relate to and support Aboriginal and Torres Strait Islander peoples.

ETC's RAP Journey

This Stretch RAP is ETC's second RAP. Our first Innovate RAP was officially launched at a morning tea at the ETC Coffs Harbour head office in February 2015. We were delighted that this attracted considerable interest from the local media. ETC underwent a major expansion in the second half of 2015 which meant we needed to establish a new structure and membership for our RAP Working Group, and relaunch our RAP to inform and engage our new staff. Our relaunch was held during National Reconciliation Week 2016 and included a video about the RAP starring some of our Aboriginal staff and our CEO: <https://www.youtube.com/watch?v=ltrs7ui1uZk>.

We decided to continue our Innovate RAP through until 30 June 2017, as we were adding to our achievements under each Action on an ongoing basis.

Our first Annual RAP Report, for the 15/16 financial year, was submitted to Reconciliation Australia in September 2016. Our second Annual RAP Report, for the 16/17 financial year, was completed in September 2017.

ETC has also developed a cultural protocol document (which includes Welcome to Country, Acknowledgement of Country and is relevant to our local communities) and a guide to servicing Aboriginal and Torres Strait Islander clients. These are housed in our *Indigenous Toolkit*, on the ETC staff intranet site, along with other relevant information. To enhance opportunities for Aboriginal and Torres Strait Islander peoples within our organisation, ETC developed an Aboriginal and Torres Strait Islander Employment Strategy and an Aboriginal and Torres Strait Islander Procurement Policy.

RAP Achievements to Date

During the course of our Innovate RAP, ETC maintained and expanded our relationships with Aboriginal and Torres Strait Islander organisations such as Aboriginal Interagency Groups, Aboriginal and Torres Strait Islander owned businesses, and Local Aboriginal Land Councils; and with community Elders. We held National Reconciliation Week morning teas and NAIDOC Week celebrations. We maintained our involvement with groups supporting Aboriginal and Torres Strait Islander employment and economic development, such as the Northern Rivers Aboriginal Economic Development Team and Mid North Coast Local Health District Aboriginal Health Team Steering Committee. We completed a major project to develop our own on-line Cultural Awareness training program, which is very comprehensive and the most effective way to reach all staff across a vast geographic region. We publish good news stories regularly in our newsletter and blog, and have sponsored key Aboriginal and Torres Strait Islander events.

Through our programs, we have achieved strong employment, training and business outcomes for Aboriginal and Torres Strait Islander peoples. For example, during 2016/17, we assisted 209 Aboriginal and Torres Strait Islander clients to achieve employment under our NSW government funded New Careers for Aboriginal People program; and we facilitated the creation of self-employment and employment for Aboriginal and Torres Strait Islander peoples by supporting 8 new Aboriginal and Torres Strait Islander owned businesses to start-up.

RAP highlights

Some highlights of ETC's RAP journey so far include:

- Welcome to Country, dancing, and smoking ceremonies at the official openings of 10 new ETC offices, including Traditional Owners and Yugambah Aboriginal dance group.
- Launch of ETC's *Indigenous Toolkit* page on our company Intranet. This contains a wealth of information to assist our staff engage more strongly with our Aboriginal and Torres Strait Islander communities. The Toolkit includes ETC's community protocol document, Aboriginal and Torres Strait Islander Employment Strategy, a guide to engaging with and servicing Aboriginal and Torres Strait Islander clients, our RAP, and other relevant information.
- Support to 3rd Space Mob Aboriginal and Torres Strait Islander Corporation through sponsorship to assist student participation in the Gumbaynggirr SLIKK program (Student Leadership is for Koori Kids) in the Barrangal Dyara, "Skin and Bones" project at the Sydney Botanical Gardens.

- Successful tender for the NSW Government funded Aboriginal Enterprise Development Officer (AEDO) program in the Northern Rivers region. This increased our capacity to support Aboriginal and Torres Strait Islander small businesses.
- Introduction of ETC “Aboriginal and Torres Strait Islander Placement Month”. This provides, through special employment services initiatives, an additional focus and impetus on placing Aboriginal and Torres Strait Islander clients into work. The inaugural month resulted in 129 Aboriginal and Torres Strait Islander individuals gaining jobs.
- A number of specific Aboriginal and Torres Strait Islander employment programs and collaborations such as a partnership with Titans for Tomorrow and Lismore Workers Club to provide job readiness skills for 5 young Aboriginal and Torres Strait Islander job seekers; collaboration in an Aged Care Careers Day for Aboriginal and Torres Strait Islander peoples in Bowraville which resulted in 6 Aboriginal applicants for Nambucca Valley Care; and assistance in establishing an Aboriginal Working Group with the Clinical Services Planner for the upgrade to the Macksville Hospital.
- Establishment of a support group for all of our Aboriginal and Torres Strait Islander staff, to provide support and a platform to discuss issues relating to work and work life balance.
- Development of an Aboriginal and Torres Strait Islander Procurement Policy.
- Development of a “Close the Gap Report Card” highlighting ETC’s achievements in closing the gap in Aboriginal and Torres Strait Islander employment and training
<http://www.etcltd.com.au/etcs-indigenous-outcomes-201516/>

ETC is proud of the achievements of our Aboriginal and Torres Strait Islander staff and clients. The good news stories below are two outstanding examples of those achievements.

Good News Story – ETC Staff

ETC staff member, Dominic Craig, travelled to Poland for World Youth Day in July 2016, nominated by the Lismore Diocese for his work in the local community. “This will be such an amazing opportunity for me and I am excited to represent not only my Diocese, but Aboriginal people and particularly youth,” Dominic said. Dominic is undertaking a Certificate III in Business Administration with ETC. More on this story can be found at: <http://www.etcltd.com.au/nambucca-youth-selected-to-represent-aboriginal-people-at-world-youth-day-in-poland/>.

Good News Story – ETC Client

ETC job seeker, Daniel McKechnie, secured a job at the Sawtell Golf Club as a result of a Work for the Dole (WfD) placement. WfD places job seekers in activities where they can gain skills and experience that give back to the community and help them find a job. After he had worked in his placement for 3 weeks, the Golf Club offered Daniel a permanent role, his first full-time job, as an apprentice greenkeeper. Daniel said, “This was the type of work that I really wanted to do. I love working outdoors and with nature. It’s good to be out in the fresh air and to work with good people.”

ETC published Daniel’s story in the ETC Blog and in local media. The story was later featured in the Jobs Australia Newsletter, included in a Department of Employment video series, and published in the Australian Government’s “Closing the Gap” Report - the story is on p65 and a photo on p59 at <http://closingthegap.pmc.gov.au/>.

Challenges and Learnings

In implementing our RAP, staff across ETC have learnt more about Aboriginal and Torres Strait Islander cultures through our relationships with Aboriginal and Torres Strait Islander organisations and communities, and in particular through cultural activities such as the traditional dancing and smoking ceremonies at our new office openings. There are always more organisations we can engage with, and we never stop learning.

One of our key challenges is to capture information about the many things we do on a day to day basis in the course of our work that support the achievement of our RAP goals. We try to keep the RAP and the need to provide information at the forefront by including the RAP as a standing agenda item in our various regular meetings. Another challenge is the large geographic region we cover – there are so many Aboriginal and Torres Strait Islander organisations and events, and staff that do or could attend them, that it is not always easy to keep track of them all. The size of our region also created significant cost and logistic issues in the delivery of Cultural Awareness training, which we have resolved through the development of our on-line training program.

We are always conscious of the need to increase relationships with Aboriginal and Torres Strait organisations on the part of our staff who are not directly engaged with Aboriginal and Torres Strait Islander programs. There is significant engagement on the part of programs such as New Careers for Aboriginal People, and we would like to increase engagement on the part of staff in our generalist programs.

Development of our Stretch RAP

In April 2017, ETC's RAP Working Group agreed to take our achievements further for the next 3 financial years by developing and implementing a Stretch RAP. The RAP was developed with input from ETC's Leadership Group and Aboriginal and Torres Strait Islander staff members, via the RAP Working Group which includes these representatives.

RAP Champions

ETC's RAP will be championed by our CEO, HR Manager, and Community Programs Manager.

RAP Working Group

ETC's RAP Working Group comprises the CEO, Chief Financial Officer, Chief Operations Officer, General Manager Training & Business Services, HR Manager, Marketing and Communications Manager, Community Programs Manager, 3 Regional Managers and all Aboriginal and Torres Strait Islander staff are invited to join. As at January 2018, 6 Aboriginal and Torres Strait Islander staff are members of the Working Group. During 2018-2021 the RAP Working Group will meet quarterly.

Relationships



The achievement of ETC's organisational Vision - to be a provider of choice delivering positive social change in our communities – depends strongly on our ability to develop and maintain sound relationships. Relationships underpin our understanding of Aboriginal and Torres Strait Islander communities and cultures, and pave the way for us to effectively promote and deliver our programs in a culturally appropriate way to achieve outcomes for our Aboriginal and Torres Strait Islander clients.

Focus Area: The RAP “Relationships” value aligns with ETC Strategic Goals 1, 3 and 6:

- Strategic Goal 1: Position the organisation as a NFP leader in our sector
- Strategic Goal 3: Invest in building capacity across our regions
- Strategic Goal 6: Support the economic and social development of our communities.

Action	Deliverable	Timeline	Responsibility
Monitoring of RAP by RAP Working Group – RAP Working Group actively monitors RAP development and implementation.	Oversee the development, endorsement and launch of the RAP	Launch January 2019	Community Programs Manager
	Review Terms of Reference for the RAP Working Group.	January 2019 January 2020 January 2021	Community Programs Manager
	Meet four times per year to monitor and report on RAP implementation.	January, April, July and October 2019 January, April, July and October 2020 January, April, July and October 2021	Community Programs Manager
	Ensure there are Aboriginal and Torres Strait Islander peoples on the RAP Working Group.	Ongoing. Monitor dates: January, April, July and October 2019 January, April, July and October 2020	Community Programs Manager

		January, April, July and October 2021	
	Appoint RAP Champions from ETC leadership group (CEO, HR Manager, and Community Programs Manager) to increase engagement.	January 2019	CEO
National Reconciliation Week (NRW) - Celebrate NRW to strengthen and maintain relationships between Aboriginal and Torres Strait Islander staff and other staff.	Organise at least 6 (2 per ETC region) NRW events each year which include relevant external stakeholders.	May 2019 May 2020 May 2021	HR Manager
	Invite Aboriginal and/or Torres Strait Islander Elders and community members to each of the NRW events to connect and share experiences.	May 2019 May 2020 May 2021	HR Manager
	Register all ETC NRW events on Reconciliation Australia's NRW website.	April 2019 April 2020 April 2021	Community Programs Manager
	Publish photos of ETC NRW events on ETC intranet for all staff to enjoy.	June 2019 June 2020 June 2021	Marketing Manager
	Use Reconciliation Australia's NRW website to identify external NRW events in each ETC region, and promote these events to staff via the intranet.	April 2019 April 2020 April 2021	Community Programs Manager
	Encourage Leadership Group, Regional Managers, Operations Managers and staff to participate in external events to recognise and celebrate NRW.	May 2019 May 2020 May 2021	HR Manager
	Ensure the RAP Working Group participates in at least eight external NRW events each year.	May 2019 May 2020 May 2021	Community Programs Manager
	Relationships to Support Positive Outcomes - Maintain and leverage mutually beneficial relationships with Aboriginal and Torres Strait	Engage monthly through individual meetings with a variety of Local Aboriginal Land Councils, Aboriginal and/or Torres Strait Islander Organisations and Aboriginal Interagency Groups.	Ongoing. Progress reports: April, July, and October 2019

Islander peoples, communities and organisations to support positive outcomes.		January, April, July, and October 2020 January, April, July, October and December 2021	
	Meet with 9 (3 per ETC region) local Aboriginal and Torres Strait Islander organisations per year to develop guiding principles for future engagement.	By November 2019 By November 2020 By November 2021	Each of our 4 Regional Managers with respect to their region
	Commit to establishing 3 new (1 per ETC region) formal two-way partnerships per year to build capacity in Aboriginal and Torres Strait Islander organisations and/or communities relevant to jobs, training and/or business advice.	By November 2019 By November 2020 By November 2021	Each of our 4 Regional Managers with respect to their region
	Develop and implement engagement plans for each ETC region to work with our Aboriginal and Torres Strait Islander stakeholders.	By April 2019	Each of our 4 Regional Managers with respect to their region
Internal and External RAP Awareness - Raise internal and external awareness of our RAP to promote reconciliation across our business and sector.	Implement marketing campaigns to promote our RAP and reconciliation activities externally via social media postings, ETC's employer newsletter, and media releases.	Ongoing. Progress reports: April, July, and October 2019 January, April, July, and October 2020 January, April, July, October and December 2021	Marketing Manager
	Develop and implement a strategy to communicate our RAP to all internal and external stakeholders.	By April 2019 By April 2020 By April 2021	Marketing Manager
	Engage staff more strongly in reconciliation activities by rewarding participation in RAP activities through ETC's "Star Awards" staff recognition and awards system.	Set up by March 2019, then ongoing. Progress reports: July and October 2019 January, April, July and October 2020	HR Manager

		January, April, July, October and December 2021	
	Introduce a “RAP Register” on the intranet where staff can record activities undertaken or planned, and find out how to become involved.	Set up by March 2019, then ongoing. Progress reports: July and October 2019 January, April, July and October 2020 January, April, July, October and December 2021	Community Programs Manager
	Communicate information about our RAP and associated documents (e.g. cultural protocol document, Indigenous Toolkit), and promote reconciliation internally via quarterly news bulletins on ETC’s intranet home page.	April, July and October 2019 January, April, July and October 2020 January, April, July, October and December 2021	Marketing Manager
	Develop and promote internally and externally (via marketing channels including media releases, ETC Blog, ETC newsletter and social media) an Annual “report card” showcasing ETC as a role-model in our sector through achievements in reconciliation, relationships within Aboriginal and Torres Strait Islander communities, and helping Aboriginal and Torres Strait Islander peoples gain employment and develop their skills.	July 2019 July 2020 July 2021	Marketing Manager
	Promote reconciliation through ongoing active engagement with all stakeholders. This will be achieved by using ETC’s fortnightly e-newsletters, which reach multiple organisations throughout our regions, to distribute information, editorial and tips to promote reconciliation and the development of RAPs.	Ongoing. Progress reports: April, July and October 2019 January, April, July and October 2020	Community Programs Manager

		January, April, July, October and December 2021	
	Engage our senior leaders in the delivery of RAP outcomes.	Ongoing. Progress reports: April, July and October 2019 January, April, July and October 2020 January, April, July, October and December 2021	CEO
Community Events - Attend community events of significance to local Aboriginal and Torres Strait Islander peoples to strengthen relationships and inform Aboriginal and Torres Strait Islander peoples about ETC programs.	Attend local events as identified through our networks, including where relevant hosting expo/information stalls about training and employment.	Ongoing. Progress reports: April, July and October 2019 January, April, July and October 2020 January, April, July, October and December 2021	Each of our 4 Regional Managers with respect to their region
	Identify community events of significance to local Aboriginal and Torres Strait Islander peoples in each of the ETC regions	Ongoing. Progress reports: April, July and October 2019 January, April, July and October 2020 January, April, July, October and December 2021	Each of our 4 Regional Managers with respect to their region
	Promote local community events of significance to staff via intranet and/or email and encourage attendance	Ongoing. Progress reports:	Each of our 4 Regional Managers with respect to their region

		April, July and October 2019 January, April, July and October 2020 January, April, July, October and December 2021	
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Respect



ETC's organisational values are Respect, Integrity, Success and Empowerment. These values are applied in all our dealings internally and externally. Respect means to listen to, appreciate and recognise all people. One of the ways we ensure and demonstrate our respect for Aboriginal and Torres Strait Islander peoples is by understanding and celebrating Aboriginal and Torres Strait Islander peoples, cultures, lands, histories and rights. This forms a vital part of our staff Learning and Development, and is reflected in internal and external marketing and community engagement strategies.

Focus Area: The RAP "Respect" value aligns with all of ETC's Strategic Goals, most strongly with Goals 1, 3, 4 and 6:

- Strategic Goal 1: Position the organisation as a NFP leader in our sector
- Strategic Goal 3: Invest in building capacity across our regions
- Strategic Goal 4: Operate in a quality and ethical framework
- Strategic Goal 6: Support the economic and social development of our communities.

Action	Deliverable	Timeline	Responsibility
Cultural Awareness - Increase knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements.	Implement and monitor our staff on-line cultural awareness training strategy so that: <ul style="list-style-type: none"> • 100% of new staff complete the on-line module as part of their induction. • 100% of existing staff (average 280 staff) undertake an annual update/refresher 	Ongoing. Progress reports: July 2019; July 2020 and July 2021.	HR Manager
	Subject to funding, develop and implement face to face cultural awareness workshops, with a target 30% (80 staff) participating.	Set up by June 2019 then ongoing. Progress reports: July 2020 and July 2021.	HR Manager
	Subject to funding, develop and implement face to face cultural immersion activities, with a target 30% (80 staff) participating.	Set up by June 2019 then ongoing. Progress reports: July 2020 and July 2021.	HR Manager

	All senior executives to undertake cultural learning activities.	Ongoing. Progress reports: July 2019; July 2020 and July 2021	HR Manager
	All RAP Working Group members to undertake cultural learning activities.	Ongoing. Progress reports: July 2019; July 2020 and July 2021	HR Manager
	Maintain and update our Indigenous Toolkit with relevant information, including a link to Reconciliation Australia's "Share our Pride" cultural learning module.	Annual reviews: By November 2019 By November 2020 By November 2021	Community Programs Manager
Cultural Protocols - Demonstrate respect to Aboriginal and Torres Strait Islander peoples and communities by embedding cultural protocols as part of the way our organisation functions.	Embed Aboriginal and Torres Strait Islander cultural protocols within an annually updated: <ul style="list-style-type: none"> • Protocol document relevant to State and specific local communities • Guide to servicing Aboriginal and Torres Strait Islander clients. 	Annual reviews: By November 2019 By November 2020 By November 2021	Community Programs Manager
	Increase staff understanding of and adherence to cultural protocols by including information about cultural protocols, and the Cultural Protocol Document and Guide to Servicing Indigenous Clients, in the monthly CEO blog distributed to all staff. There will be 10 cultural protocol-related topics per annum.	Ongoing. Progress reports: April, July and October 2019 January, April, July and October 2020 January, April, July, October and December 2021	Community Programs Manager
	Develop a cultural protocols learning module to include in ETC's calendar of staff Learning and Development sessions, to increase staff understanding of and adherence to cultural protocols.	By March 2019, then ongoing. Progress reports: July 2019, July 2020 and July 2021	Business Improvement Manager
	Include information about our cultural protocol document and guide to servicing Aboriginal and Torres Strait Islander clients in the staff induction procedure, to ensure all new staff become familiar with ETC's cultural protocols.	Ongoing. Progress reports: July 2019, July 2020 and July 2021.	HR Manager

	Maintain and review a list of key contacts for organising a Welcome to Country at ETC events.	By March 2019, then annual reviews December 2019, December 2020 and December 2021.	Marketing Manager
	Invite a local Traditional Owner to provide a Welcome to Country at 2 significant events each year, including but not limited to annual ETC Leadership Conference.	Ongoing. Progress reports: July 2019; July 2020 and July 2021	Marketing Manager
	Managers or staff to provide an Acknowledgement of Country at all other ETC events.	Ongoing. Progress reports: July 2019; July 2020 and July 2021	Marketing Manager
	Include an Acknowledgement of Country at the commencement of internal meetings including ETC Board meetings, ETC Board sub-committee meetings, Senior Management meetings and RAP Working Group meetings.	Ongoing. Progress reports: April, July and October 2019 January, April, July and October 2020 January, April, July, October and December 2021	CEO
	Display an Acknowledgment of Country plaque in 35 ETC offices ensuring new plaques are placed in any new premises.	Ongoing. Progress reports: July 2019; July 2020 and July 2021	Marketing Manager
	Display and appropriately acknowledge Aboriginal and Torres Strait Islander artworks in 12 ETC offices (approx. 3 per region). This also provides the opportunity for the displayed artists to sell their works.	Ongoing. Progress reports: July 2019; July 2020 and July 2021	Marketing Manager
NAIDOC Week - Celebrate NAIDOC Week and provide opportunities for Aboriginal and Torres Strait Islander staff to engage with culture and community during NAIDOC Week.	Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.	April 2019 April 2020 April 2021	HR Manager
	Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate in community NAIDOC Week events.	July 2019 July 2020 July 2021	HR Manager

	Support all staff to participate in NAIDOC Week events in the local community.	July 2019 July 2020 July 2021	Each of our 4 Regional Managers with respect to their region.
	Contribute as an exhibitor/presenter to at least one local external NAIDOC Week event in each ETC region.	July 2019 July 2020 July 2021	Community Programs Manager
	In consultation with Aboriginal and Torres Strait Islander peoples, hold at least one internal or public NAIDOC Week event in each ETC region.	July 2019 July 2020 July 2021	Marketing Manager (external); or HR Manager (internal)
Other dates of Significance – Celebrate and recognise Aboriginal and Torres Strait Islander dates of significance.	Recognise, respect and acknowledge other Aboriginal and Torres Strait Islander dates of significance (outside of NRW and NAIDOC Week) internally through ETC's intranet site and externally through social media updates.	Ongoing. Progress reports: April, July and October 2019 January, April, July and October 2020 January, April, July, October and December 2021	Marketing Manager
	Create a calendar of Aboriginal and Torres Strait Islander dates of significance and make available to staff on the Intranet.	January 2019 January 2020 January 2021	Community Programs Manager

Opportunities



Generating and supporting opportunities for Aboriginal and Torres Strait Islander peoples and communities is integral to ETC's core business across our employment, training and small business programs, and is an important part of our internal HR practices. We have strategies embedded in our service delivery and employment strategies designed to "Close the Gap" in Aboriginal and Torres Strait Islander employment and economic participation.

Focus Area: The RAP "Opportunities" value aligns with ETC Strategic Goals 1, 2, 3 and 6:

- Strategic Goal 1: Position the organisation as a NFP leader in our sector
- Strategic Goal 2: A corporate culture that empowers innovation and diversity
- Strategic Goal 3: Invest in building capacity across our regions
- Strategic Goal 6: Support the economic and social development of our communities.

Action	Deliverable	Timeline	Responsibility
Staff Recruitment and Retention - Increase Aboriginal and Torres Strait Islander ETC staff recruitment and retention.	Achieve our target for ETC Aboriginal and Torres Strait Islander employment of 6% (approximately 16 staff), including Aboriginal identified positions where appropriate.	Ongoing. Progress reports: July 2019; July 2020 and July 2021	HR Manager
	Utilising our Aboriginal and Torres Strait Islander stakeholder relationships, research the most effective and culturally appropriate/considered ways to find Aboriginal and Torres Strait Islander applicants for ETC positions and implement these into our recruitment practices.	By July 2019	HR Manager
	Share the above key learnings with other employing organisations in our regions, via our fortnightly e-newsletter, to display leadership in this area and to reflect the spirit of reconciliation.	Ongoing. Progress reports: July 2019; July 2020 and July 2021	Community Programs Manager
	Maximise retention and professional development of Aboriginal and Torres Strait Islander staff by implementing and updating ETC's Aboriginal and Torres Strait Islander Employment Strategy.	Ongoing. Progress reports: July 2019; July 2020 and July 2021	HR Manager

	Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies and professional development via ETC's Aboriginal and Torres Strait Islander Employment Strategy and Workforce Development Plan.	Ongoing. Progress reports: July 2019; July 2020 and July 2021	HR Manager
	Prepare Aboriginal and Torres Strait Islander staff for more senior roles through training, professional development, conferences, professional memberships etc. These activities to be identified and documented in individual Training and Development Plans.	Ongoing. Progress reports: July 2019; July 2020 and July 2021	HR Manager
	Provide a pathway for Aboriginal and Torres Strait Islander staff to leadership roles through ETC's "Ignite" Leadership program.	Ongoing. Progress reports: July 2019; July 2020 and July 2021	HR Manager
	Facilitate 4 meetings of ETC's internal Aboriginal and Torres Strait Islander staff support network per year (quarterly).	Ongoing. Progress reports: April, July and October 2019 January, April, July and October 2020 January, April, July, October and December 2021	HR Manager
Supplier Diversity - Increase Aboriginal and Torres Strait Islander supplier diversity.	Implement and review our Aboriginal and Torres Strait Islander Procurement Policy.	Ongoing. Review: September 2019 September 2020 September 2021	Chief Financial Officer
	Report on procurement of goods and services from Aboriginal and Torres Strait Islander owned businesses.	July 2019 July 2020 July 2021	Chief Financial Officer
	Develop at least 3 (1 per ETC region) new commercial relationships per year with Aboriginal and/or Torres Strait Islander businesses.	Ongoing. Progress reports: July 2019; July 2020 and July 2021	Chief Financial Officer
	Become a member of Supply Nation.	By January 2019	Chief Financial Officer

	Achieve a target of 2% of ETC's procurement of goods and services being from Aboriginal and Torres Strait Islander owned businesses (approximately 60 of a total 3000 suppliers).	Ongoing. Progress reports: July 2019; July 2020 and July 2021	Chief Financial Officer
Traineeships - Support Aboriginal and Torres Strait Islander traineeships.	Provide at least 3 Aboriginal and Torres Strait Islander traineeships within ETC per year.	Ongoing. Progress reports: July 2019; July 2020 and July 2021	HR Manager
	Ensure all Aboriginal and Torres Strait Islander trainees attend at least one professional development event during the course of their traineeship.	Ongoing. Progress reports: July 2019; July 2020 and July 2021	HR Manager
	Ensure all new Aboriginal and Torres Strait Islander trainees are provided with information about and introduced into the Aboriginal and Torres Strait Islander staff support network.	Ongoing. Progress reports: July 2019; July 2020 and July 2021	HR Manager
	Provide all Aboriginal and Torres Strait Islander trainees with the opportunity to access support, if required, through the New Careers for Aboriginal People program.	Ongoing. Progress reports: July 2019; July 2020 and July 2021	HR Manager and Community Programs Manager
	Assist Aboriginal and Torres Strait Islander trainees to access personal support, if required, from local community organisations via ETC's community referral network.	Ongoing. Progress reports: July 2019; July 2020 and July 2021	HR Manager
	Ensure all Aboriginal and Torres Strait Islander trainees have access to an ETC staff member to act as a support person and mentor.	Ongoing. Progress reports: July 2019; July 2020 and July 2021	HR Manager
	Ensure all new Aboriginal and Torres Strait Islander trainees are familiar with the availability of ETC's confidential Employee Assistance Program for support with personal or work issues.	Ongoing. Progress reports: July 2019; July 2020 and July 2021	HR Manager
Sponsorships - Support opportunities for Aboriginal and Torres Strait Islander peoples that cannot be directly delivered by ETC	Through ETC's sponsorship identification process (which calls for suggestions from all ETC staff) and by consulting with ETC's Aboriginal and Torres Strait Islander staff, identify Aboriginal and/or Torres Strait Islander organisations/projects in each ETC region as potential candidates for sponsorship.	By June 2019 By June 2020 By June 2021	Marketing Manager

	Provide at least one sponsorship per year from the above identified organisations to assist an Aboriginal and/or Torres Strait Islander organisation or project to achieve employment, training, business and/or social outcomes for Aboriginal and Torres Strait Islander peoples in our local communities.	By June 2019 By June 2020 By June 2021	Marketing Manager
Closing the Gap Strategies - Continue to develop, implement and promote programs, projects and strategies to help close the gap in Aboriginal and Torres Strait Islander employment and economic participation in our communities	In partnership with Desert Pea media, and subject to funding, engage at least one group of young Aboriginal and Torres Strait Islander peoples in a local community to develop a music video or documentary. This program is designed to engage, develop pride, build social and employability skills.	By December 2019	CEO
	Develop and implement a mentoring program for Aboriginal and Torres Strait Islander job seekers to assist them to gain and keep employment.	Ongoing. Review and progress reports July 2019, July 2020, July 2021	Chief Operations Officer
	Deliver partner programs (e.g. pre-employment training, work trials) with relevant stakeholders to achieve Aboriginal and Torres Strait Islander employment and career pathway opportunities with major employers (e.g. Macksville and Coffs Harbour hospital upgrades; new Grafton Gaol; Pacific Highway upgrades; Voyages Ayers Rock Resort; Woolworths). Target 9 different programs per year (3 per ETC region).	Ongoing. Progress reports: July 2019; July 2020 and July 2021.	Each of our 4 Regional Managers with respect to their region
	Via one to one and group face to face business advice, skills development and training, assist the growth or sustainability of 40 existing Aboriginal and Torres Strait Islander owned businesses and the establishment of 10 new Aboriginal and Torres Strait Islander owned businesses.	Ongoing. Progress reports on new businesses commenced and existing businesses assisted: July 2019; July 2020 and July 2021	GM Training & Business
	In consultation with Aboriginal and Torres Strait Islander peoples, research the best and most appropriate means to market our services to Aboriginal and Torres Strait Islander peoples.	By July 2019	Marketing Manager
	Implement marketing strategies based on the above research.	Ongoing. Progress reports: October 2019	Marketing Manager

		January, April, July and October 2020 January, April, July, October and December 2021	
	Measure the effectiveness of marketing strategies to Aboriginal and Torres Strait Islander peoples through means such as google analytics for paid advertising; engagement with relevant social media posts; quantities of hard copy marketing materials distributed; and uptake of ETC services.	Ongoing. Progress reports: October 2019 January, April, July and October 2020 January, April, July, October and December 2021	Marketing Manager
	Publish good news stories (at least 1 per quarter), along with photos and/or videos, about outcomes for Aboriginal and Torres Strait Islander peoples in ETC's blog, social media pages, monthly newsletters, and U-Tube channel.	Ongoing. Progress reports: April, July and October 2019 January, April, July and October 2020 January, April, July, October and December 2021	Marketing Manager

Governance, Tracking Progress and Reporting



Action	Deliverable	Timeline	Responsibility
RAP Annual Report - Report RAP achievements, challenges and learnings to Reconciliation Australia for inclusion in the RAP Impact Measurement Report.	Implement and review systems and capability needs to track, measure and report on RAP activities.	July 2019 July 2020 July 2021	Community Programs Manager
	Collect data via RAP Working Group and other staff for the RAP Impact Measurement questionnaire.	July 2019 July 2020 July 2021	Community Programs Manager
	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2019 September 2020 September 2021	Community Programs Manager
	Investigate participation in the RAP Barometer.	May 2020	Community Programs Manager
Report RAP achievements, challenges and learnings internally and externally.	Communicate quarterly updates on RAP progress to all staff by placing RAP quarterly reports on staff intranet site, along with a promotional blurb on the intranet home page.	April, July and October 2019 January, April, July and October 2020 January, April, July, October and December 2021	Community Programs Manager
	Publicly report highlights of our RAP achievements through our company Annual Report.	September 2019 September 2020 September 2021	Marketing Manager
RAP 2021-2024 - Review, refresh and update RAP	<ul style="list-style-type: none"> Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements. Send draft RAP to Reconciliation Australia for feedback. Submit draft RAP to Reconciliation Australia for formal endorsement. 	March 2021	Community Programs Manager
		April 2021	Community Programs Manager
		September 2021	Community Programs Manager

For further information about ETC's RAP please contact:

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