

ETC STRETCH RAP

AUGUST 2022 - AUGUST 2025

Pictured: Young Gumbaynggirr Woman - Desert Pea Media project 2021

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 to empower Aboriginal and Torres Strait Islander peoples to participate to their full potential in the workforce and local economies. We strive to bring about positive changes in Aboriginal and Torres Strait Islander peoples' lives through our core business of employment and training services, and our position of influence with industry, community and government stakeholders.

STRETCH RAP CEO STATEMENT

On behalf of Reconciliation Australia, I congratulate Enterprise and Training Company (ETC) on its formal commitment to reconciliation, as it implements its second Stretch Reconciliation Action Plan (RAP).



Karen Mundine, CEO Reconciliation Australia

Formed around the pillars of relationships, respect, and opportunities, the RAP program helps organisations to realise the critical role they can play in driving reconciliation across their work and areas of expertise. Through the creation of this Stretch RAP, ETC continues to contribute to the ever-growing community of RAP organisations that have transformed goodwill into meaningful action and outcomes.

ETC is a leading provider of employment, training, and business services, with a strong presence across a large geographic area in NSW and QLD. The scope of ETC's sphere of influence is considerable.

This Stretch RAP builds upon ETC's learnings and achievements since it began its formal reconciliation journey in 2015. During the course of its previous Stretch RAP, ETC expanded relationships with Aboriginal and Torres Strait Islander organisations, services and reference groups, and community Elders. This included collaborating with Unkya Local Aboriginal Land Council, visiting communities in Box Ridge and Baryugil to improve access to government services, and establishing a new Indigenous Services Team (IST). The IST is responsible for providing culturally appropriate mentoring support for job seekers, engaging with employers and other organisations to generate employment and training pathway opportunities, and supporting Aboriginal and Torres Strait Islander staff.

With these learnings, ETC has built solid foundations upon which to expand and embed its commitments in this RAP. Promising new initiatives include implementing virtual and face to face "Job Clubs" to assist Aboriginal and Torres Strait Islander job seekers to secure local employment opportunities, and to provide funding, coordination support and volunteers for a music video/documentary project in partnership with Desert Pea media and local Elders. ETC has also committed to increase internal Aboriginal and Torres Strait Islander recruitment, retention, and professional development targets.

On behalf of Reconciliation Australia, I commend ETC on this Stretch RAP and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



OUR BUSINESS

ETC is a not for profit community-focussed organisation with its head office in Coffs Harbour NSW. Our service delivery is conducted across a geographic area extending along the East Coast from the Hunter region in NSW to the Wide Bay region of Qld, and westwards into Ipswich and the NSW New England region. This footprint is the result of an expansion implemented in 1 July 2022, from our previous service delivery reach from Tuncurry to the Gold Coast.

ETC has been operating since 1989, and our core business is helping people in many different situations to develop their potential and gain and retain sustainable employment. We achieve this through the provision of employment and training services via the government contracts below and as a Registered Training Organisation (RTO 6998) approved to deliver state government funded training in NSW and Queensland.

- Workforce Australia Services (WAS)
- Workforce Australia Transition to Work (TtW)
- Disability Employment Services (DES)
- Workforce Australia Career Transition Assistance (CTA)
- Workforce Australia Self-Employment Assistance

Auntie Jennie Rosser, ETC Indigenous Employment Officer



ETC is governed by a Board of Directors, and led by an Executive Management team including CEO, Chief Operations Officer, General Manager Workforce Australia Services, General Manager Training, Chief Financial Officer, and Chief People Culture and Communications Officer. A team of senior managers leads the delivery of specific employment and training services and oversees our support departments.

As a not-for-profit organisation, any surplus generated is reinvested back into our company and the communities we serve. This includes significant philanthropic funding and community sponsorships and support. 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. This includes a dedicated Indigenous Services Team (IST) which employs Aboriginal and Torres Strait Islander Employment Advisors in our key regions.

ETC's sphere of influence includes many local employers, community organisations, other providers of employment and training and related services, employment reference groups and interagency groups, and government organisations.

STAFFING

ETC employs about 450 staff. Our Stretch RAP target for Aboriginal and Torres Strait Islander employment is 8% (approximately 36 individuals).

At the final stages of RAP development in June 2022 we employed 15 Aboriginal and/or Torres Strait Islander staff members, which represented 5% of our workforce at that time. We also had 1 Aboriginal Board member.



GEOGRAPHICAL COVERAGE

ETC has a presence in 58 towns throughout our service delivery area. The table below shows the Nations, People and/or Language Groups relevant to each ETC office location:

Nation, People and/or Language Group	ETC Offices
Awabakal Nation	Charlestown, Mayfield, Newcastle, Toronto
Wonnarua Nation	Cessnock, Maitland
Worimi Nation	Raymond Terrace, Tuncurry
Gumbaynggirr Nation	Coffs Harbour, Toormina, Nambucca Heads
Dunghutti Nation	Kempsey
Birpai Nation	Port Macquarie, Wauchope, Taree
Nganyaywana Anaiwan/Kamilaroi Peoples	Armidale
Kamilaroi (Gomeri)	Tamworth, Inverell
Gumbaynggirr/Ngarbal Peoples	Glen Innes
Bundjalung Nation	Ballina, Grafton, Murwillumbah
Bundjalung/Arakwal Peoples	Byron Bay
Bundjalung/Galibal Peoples	Casino
Bundjalung/Widjabul Peoples	Lismore
Bundjalung/Yugambah Peoples (People of the Yugambeh language region)	Coomera, Helensvale, Miami, Nerang, Palm Beach, Southport, Tweed Heads
Yuggera	Beenleigh, Browns Plains, Logan Central, Stones Corner, Upper Mount Gravatt
Quandamooka People	Capalaba, Wynnum
Yuggera/Ugarapul Peoples	Chermside
Yuggera/Kabi People/Gubbi Gubbi Nation	Caboolture
Gubbi Gubbi Nation/Quandamooka/Turrbal Peoples	Deception Bay
Gubbi Gubbi Nation/Turrbal People	Kippa Ring
Turrbal People	Mitchelton, Nundah, Strathpine, Richlands
Jagera, Yuggera and Ugarapul Peoples	Ipswich
Yuggera and Ugarapul Peoples	Springfield Central
Yugarabul People	Goodna
Gubbi Gubbi Nation	Caloundra, Gympie, Maroochydore, Nambour, Noosaville
Badtjala	Maryborough, Pialba
Taribelang Bunda	Bundaberg

ETC'S RECONCILIATION ACTION PLAN

ETC's Stretch RAP 2022-2025 underpins our ongoing commitment to continuously improving the ways in which we work alongside Aboriginal and Torres Strait Islander peoples, organisations and communities to achieve our vision for reconciliation. ETC's focus on reconciliation is a key part of our organisational culture and values (Respect, Integrity, Success, Empowerment) and our RAP provides us with specific strategies and goals to help us to channel this focus into real improvements in the lives of Aboriginal and Torres Strait Islander peoples. Our RAP aligns closely with ETC's Vision to make a positive impact on people's lives; and our Mission to help people grow through personalised service.



Young Gumbaynggirr Woman - Desert Pea Media project 2021



Our RAP supports the 5 dimensions of reconciliation.

It enhances [Race Relations](#) by helping us to continue to improve and extend our working relationships with Aboriginal and Torres Strait Islander peoples, organisations and communities, and the ways in which we relate to and support them as a trusted provider of employment and training services. Supporting [Equality and Equity](#), our RAP guides and encourages us to continue to deliver innovative approaches to connect Aboriginal and Torres Strait Islander peoples to meaningful and sustainable economic opportunities.

Our RAP supports [Institutional Integrity](#) through strategies delivering:

- additional assistance and advocacy for Aboriginal and Torres Strait Islander peoples participating in government programs and
- increased understanding and capability on the part of employers and other organisations to provide opportunities for and support Aboriginal and Torres Strait Islander peoples.

ETC's RAP supports the dimension of [Unity](#) through strategies which promote the recognition of Aboriginal and Torres Strait Islander cultures and heritage among our stakeholders; and it contributes to [Historical Acceptance](#) by educating people about the past, empowering communities to share their stories, and maintaining an environment of cultural awareness across our organisation.

ETC'S RAP JOURNEY

This Stretch RAP is ETC's third RAP. Our first Innovate RAP was officially launched at a morning tea at the ETC Coffs Harbour head office in February 2015, then relaunched during National Reconciliation Week in 2016 after a major organisational expansion. Our first Stretch RAP was endorsed by Reconciliation Australia in late 2018, and launched in January 2019 through company-wide promotion via our internal communications platform Workplace from Facebook.

Our RAP is located on our staff intranet site, as part of an Aboriginal and Torres Strait Islander Toolkit which also includes other documents relevant to our reconciliation objectives:

- Recently updated Cultural Protocol Document relevant to our local communities
- Guide to working with Aboriginal and Torres Strait Islander clients
- Indigenous Participation Plan
- Aboriginal and Torres Strait Islander Procurement Policy
- Link to Reconciliation Australia Share Our Pride Learning Module



RAP ACHIEVEMENTS AND HIGHLIGHTS

During the course of our Stretch RAP 2019-2021, ETC continued to maintain and expand our relationships with Aboriginal interagency and employment reference groups, Local Aboriginal Land Councils (LALC), providers of specialist employment services for Aboriginal and Torres Strait Islander peoples, other Aboriginal and Torres Strait Islander organisations, and community Elders.

Pictured

ETC collaboration with Desert Pea Media



Some examples include:

- Collaboration with Unkya LALC during 2019 to inform local Aboriginal people about employment and training opportunities on the construction of the new Macksville Hospital.
- Partnership with Diversity Dimensions to deliver pre-employment training programs leading to job opportunities with Woolworths stores throughout our regions.
- Membership of an Aboriginal Focus Group formed to enhance Aboriginal and Torres Strait Islander employment, training and business opportunities on the Coffs Harbour Pacific Highway Bypass construction project due to commence in 2022. Along with other stakeholders such as Coffs Harbour LALC and NSW Roads and Maritime, this collaboration has led to initiatives including an ETC partnership with Men and Women at Work to provide pre-employment construction training programs.
- Leadership of the Tweed/Murwillumbah Goori Interagency, and membership of other committees including Nambucca Valley Local Aboriginal Education Consultative Group and the Coffs Harbour Aboriginal Disability Employment Engagement Network. These memberships allow us to maintain ongoing knowledge and contribute to local strategies relating to opportunities for Aboriginal and Torres Strait Islander peoples.
- Visiting communities in Box Ridge and Baryugil in collaboration with Services Australia to assist local people to access services such as MyGov.
- Engagement with Elders in the Tweed Byron area to plan and deliver information sessions regarding job opportunities on the construction of the new Tweed Valley Hospital.
- Working relationship with Galambila Aboriginal Health Service, which operates an Aboriginal Youth Hub in Bowraville, including visits to provide mentoring support and advice on career paths, training, and employment opportunities.



ETC hosted, sponsored and/or supported National Reconciliation Week (NRW) and NAIDOC Week events during each year of our 2019-2021 RAP. In 2021, we coordinated NRW events across our regions, including a financial contribution totalling \$10,000.

The events were held in Coomera in partnership with Kalwun, Lismore with invited guest Aunty Jennifer King, Ballina including local Elder Aunty Julia Paden, Kempsey in collaboration with Minaku Creative Weaving, Port Macquarie in conjunction with Birpai Local Aboriginal Land Council, and Tweed Heads in partnership with Minjungbal Aboriginal Cultural Centre. Events in Coffs Harbour and Nambucca Heads included Welcome to Country and smoking ceremonies, and a dance performance in Coffs. In Grafton, we hosted a morning tea NRW event including a Welcome to Country.

Pictured

*National Reconciliation Week event at
ETC's Head Office in Coffs Harbour*

We also sponsored and exhibited at other key Aboriginal and Torres Strait Islander events including, in 2019, the Bowraville Memorial Cup, the Kinship Festival in Murwillumbah, and Dash With A Splash Family Fun Day in Kempsey.

In 2020, we attended and supported the Lismore Aboriginal Rugby League Knockout Carnival and the Kalwun Community Christmas Party on the Gold Coast. We were a major sponsor of the Nyiirun Djiyagan Wakulda Women's Festival in Port Macquarie in 2019 and 2021. This festival showcases Aboriginal cultures, practices and stories.

Pictured

Nyiirun Djiyagan Wakulda Women's Festival, Port Macquarie, 2019



Some other highlights from ETC's Stretch RAP 2019-2021 include:



Aboriginal and Torres Strait Islander staff at ETC

Achieving above our 2019-2021 RAP target of 6% for employment of Aboriginal and Torres Strait Islander staff, who comprised approximately 12% of our workforce as at 30 June 2021.



Example of ETC website

Development of a web page for employers including information to encourage and support them in employing Aboriginal and Torres Strait Islander staff.



Aboriginal artwork by Pat Caruso, ETC consigned through Ochre Dawn

Commissioning of an artwork, via Supply Nation registered business Ochre Dawn, by Eastern Arrernte artist Pat Caruso. The artwork now features on ETC uniform polo shirts, artwork canvasses for our sites, Welcome to Country magnets for our training rooms and offices, and promotions targeting Aboriginal and Torres Strait Islander peoples.



Aunty Jennie Rosser (ETC), Toby Finlayson (Desert Pea Media), Ceharnie Martin (ETC)

Establishment of a new Indigenous Services Team (IST) including 11 identified roles.

The IST is responsible for providing culturally appropriate mentoring support for job seekers, engaging with employers and other organisations to generate employment and training pathway opportunities, and supporting other Aboriginal and Torres Strait Islander staff. During the period February 2021, when it was established, to June 2022, the IST has assisted 215 Aboriginal and/or Torres Strait Islander individuals to gain employment.



ETC National Reconciliation Week activity at ETC Lismore Office

Cultural immersion activities during NRW 2021 for ETC staff, clients and guests including a weaving workshop in Kempsey with Minaku Creative Weaving and a cultural tour at Minjungbal Aboriginal Cultural Centre in Tweed Heads.



ETC's Aunty Jennie Rosser attending the COVID Vaccination clinic in Toormina

Contribution to positive Aboriginal and Torres Strait Islander health outcomes by supporting mobile COVID vaccination clinics in Toormina, Nambucca and Bowraville with food, drinks and an expo-style promotional stall.



Young Aboriginal and Torres Strait Islander girls participant in ADF event

Partnership with North Coast TAFE and the Australian Defence Force in May 2020 to develop and deliver “StepUp to a Career in Defence”, an online pre-employment program for Aboriginal and Torres Strait Islander job seekers. 6 ETC clients participated in this week-long program.



The group of individuals who participated in the Traineeship

Partnership in February 2021 with Reclink on the Gold Coast to prepare Aboriginal and Torres Strait Islander individuals for work. Fourteen participants undertook a Traineeship in either Construction or Conservation and Land Management at Nerang Paradise Country Parklands, 6 of whom gained full-time employment.



Saltwater Freshwater logo

Membership of an Arts Advisory Group established to advise on cultural artworks to enhance the appearance of the new Macksville hospital. As part of this, ETC worked with Saltwater Freshwater, an Aboriginal Organisation in Coffs Harbour, who engaged and worked with two of our clients to produce artworks which are now displayed at the hospital.



Example of ETC Star Awards system

Internal engagement of staff with our RAP-related activities through Workplace by Facebook, our interactive staff communication tool, and by rewarding staff initiative in terms of RAP activities through ETC's “Star Awards” staff recognition and awards system. During 2021, 13 staff were awarded in this way.

The strong economic outcomes ETC achieves for Aboriginal and Torres Strait Islander peoples through our programs are reported publicly each year on our Aboriginal and Torres Strait Islander outcomes webpage.

Statistics for the 2020/21 financial year are available at etcltd.com.au/aboriginal-and-torres-strait-islander-outcomes-2020-2021

We also regularly publish good news stories in our newsletter and blog about the achievements of our Aboriginal and Torres Strait Islander clients and staff, or the ways in which we have supported local Aboriginal and Torres Strait Islander organisations, communities and events. We are particularly proud of the examples below.

Good News Stories

Initially a client in our Transition to Work Program, 21-year-old Loren was offered a role at ETC as a Trainee Receptionist in our Ballina office. With ETC's assistance and support, she completed a Certificate III in Business, then, at the conclusion of her traineeship, moved on to the next step in her career by gaining a job as a Medical Receptionist at Bullinah Aboriginal Health Service. "Now I have the skills to help my community and I'm so grateful to ETC," Loren said. For more on this story: Employment support for Indigenous youth - ETC Employment & Training (etcltd.com.au/employment-support-for-indigenous-youth)



Loren Del Signore



Ceharnie Martin, Indigenous Services Manager & Jenny Barnett, ETC CEO

In 2020, Aboriginal Employment Advisor Ceharnie Martin, a Torres Strait Islander woman, won one of ETC's two annual staff scholarships. This reflected her professional strengths and clearly demonstrated management potential. The scholarship gave her the opportunity to attend ETC's annual Leadership Conference and an Employment Industry Conference. Ceharnie was soon afterwards promoted to Indigenous Services Manager to lead our newly established Indigenous Services Team.

Good News Stories

45-year-old Paul had found it difficult to gain employment for a very long time due to living in a remote area. ETC assisted him with resilience training, skills development and experience through work experience activities, and to successfully gain employment at a sawmill, Tomsy's Timbers. For more on this story:

etcltd.com.au/etc-helps-man-living-in-remote-area-to-secure-employment



Paul Doherty

Good News Stories

ETC sponsored 14-year-old Asha Clarke to participate in a PCYC led challenge to trek to Mt Everest Base Camp. "I thought I couldn't do it, that I wasn't going to make it, but then I actually made it. It was challenging and I felt like I had accomplished something really big," Asha said. For more on this story:

etcltd.com.au/etc-helps-taree-youth-to-accomplish-her-biggest-challenge



Asha Clarke



Asha Clarke at Everest Base Camp

RAP CHALLENGES AND LEARNINGS

As we implement our RAP, ETC as an organisation learns and is updated on a continual basis about Aboriginal and Torres Strait Islander cultures, local issues and priorities, and the best ways to reach and support Aboriginal and Torres Strait Islander peoples.



Young Gumbaynggirr man - Desert Pea Media project 2021



During 2019-2021, we have further enhanced our knowledge and capacity to work in culturally appropriate ways with Aboriginal and Torres Strait Islander peoples and communities through our various organisational relationships. This has included more deeply embedding our services and approaches within Aboriginal and Torres Strait Islander communities through the introduction of our Indigenous Services Team (IST). Watching the difference the IST has already made in enhancing trust and a culturally welcoming environment has reinforced to us the value of having Aboriginal and Torres Strait Islander Staff readily available to Aboriginal and Torres Strait Islander job seekers. We have increased our cultural knowledge through activities such as our workshop with Minaku Creative Weaving and tour of Minjungbal Aboriginal Cultural Centre during NRW 2021.



The key challenges ETC faced during 2019-2021 in implementing our RAP were:

- Effective capture of information
- Managing RAP activities over a large geographic region
- Limited resources
- COVID-19

Information capture

It is not always easy to capture information about the many things we do that support the achievement of our RAP goals in the course of our work. Strategies to help address this challenge have included:

- Establishing a “RAP Register” on our intranet into which any ETC staff member can enter information about RAP-relevant activities and achievements.
- Change to our RAP meeting format so that every staff member with responsibility for RAP deliverables provides a progress update at each meeting (or a written report if they cannot attend). All RAP meetings are recorded to facilitate easy access to these updates for quarterly reports.
- Continuing to include the RAP as a standing agenda item in management meetings to help keep the RAP, its activities and reporting firmly embedded in our organisational planning and reporting structures.

Geographic region

To ensure engagement with ETC’s 2019-2021 RAP across our whole footprint, our RAP working group included regional and program managers and Aboriginal and Torres Strait Islander staff from all ETC regions, and we increased the use of video conferencing to conduct our quarterly meetings. Electronic communications (e.g. email, videoconference and Workplace by Facebook) about the RAP, overseen by our marketing team, ensured messages reached all staff.

Resources

While ETC is a large organisation, our priority focus must necessarily be on meeting the requirements of our contracts, and achieving employment and training outcomes for all our clients. For this reason, RAP requirements may take a “back seat” especially in times of high workload and pressing priorities. Fortunately, reconciliation is strongly embedded in our culture and the way we work. Many RAP strategies serve the dual purpose of advancing reconciliation and contributing strongly to our contractual outcomes. However, some strategies need to be focussed on separately, and it is these that can be challenging to meet. During the 2019-2021 RAP period, we were able to implement these strategies with the assistance of our support departments including HR, Marketing and Community Programs, and our Indigenous Services Team.

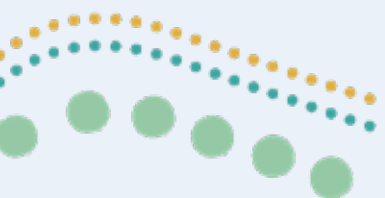
COVID

While ETC was relatively fortunate in terms of COVID impacts, lockdowns and border closures certainly presented some challenges. The primary way we met these was by quickly changing the way we work so that we could continue to deliver high quality services and meet our RAP objectives. This included providing additional assistance and training to our Aboriginal and Torres Strait Islander clients to empower them in the use of electronic communications so that they could continue to engage with us meaningfully. For our staff, we provided enhanced tools such as Microsoft Teams so that we could strongly maintain our community engagement.

Meeting our challenges in 2022 and beyond

From 2022 we will need to continue to address these challenges, along with new ones resulting from ETC's expanded geographic coverage. First and foremost, we will need to keep the RAP an important priority as we focus on meeting our contract requirements in new regions. We will do so by using the RAP as a key part of our expansion – a valuable tool, including replicable strategies and approaches, to guide us as we forge engagements and establish our work with new Aboriginal and Torres Strait Islander organisations and communities.

Through 2022-2025, challenges relating to distance, resourcing and information capture will be addressed by strengthening the involvement of our Indigenous Services Team (IST) in RAP delivery. The IST, led by our Indigenous Services Manager, will have defined RAP responsibility areas, support coordination and reporting of deliverables and staff engagement across multiple regions, and provide Aboriginal and Torres Strait Islander representation, along with other interested Aboriginal and/or Torres Strait Islander staff, on ETC's RAP Working Group. This increased investment in RAP resourcing will also increase Aboriginal and Torres Strait Islander input and decision making into the RAP.



Rhuben Robinson and Uncle Michael Jarrett



DEVELOPMENT OF OUR STRETCH RAP

In 2021, ETC's RAP Working Group agreed to continue our achievements for the next 3 financial years by developing and implementing a new Stretch RAP.

This Stretch RAP was developed in consultation with ETC's Leadership Group and Aboriginal and Torres Strait Islander staff members via the RAP Working Group, which includes these representatives, and our Indigenous Services Team. The RAP Working Group reviewed each RAP draft and were invited to provide input. The Indigenous Services Team provided valuable suggestions about innovative new deliverables, and collated information about the various Nations, peoples and language groups in our new locations.

In terms of external consultation, ETC engages continuously with local Aboriginal and Torres Strait Islander organisations, individuals and Elders, embedding ongoing discussions and consultation about the needs of their communities. This RAP has been developed based on this engagement, and the resulting deep understanding gained by ETC of what will be meaningful, relevant and impactful for Aboriginal and Torres Strait Islander peoples across our regions.

As we establish our presence in new regions during the first year of our RAP implementation, ETC will extend this consultative approach as we develop new relationships and partnerships, for example with regional Local Aboriginal Land Council networks. This will inform continual improvement in our RAP implementation, including refinements and customisations within our strategies to ensure they are, and remain, relevant to local peoples across our footprint.

Uncle Tony Perkins



RAP Champions

ETC has allocated the following Champions of our 2022-2025 RAP: CEO, HR Manager, Tender and Projects Manager, and Indigenous Services Manager. The individuals occupying each of these roles understand their specific responsibilities as RAP Champions to encourage staff engagement with the RAP, facilitate the integration of RAP strategies into the operation of our organisation, and promote key messages relevant to reconciliation. While they have specific responsibilities distinct to those of the RAP Working Group, our RAP Champions are also part of the Working Group to ensure effective integration of these two important functions. As members of the Working Group, our RAP Champions remain fully informed and involved about ETC's RAP and its implementation.

RAP Working Group

Strongly embedding ETC's senior management with our RAP, our RAP Working Group in 2022-2025 will comprise our Executive Management Team (CEO, Chief Operations Officer, General Manager Workforce Australia Services, General Manager Training, Chief Financial Officer, and Chief People Culture and Communications Officer); other senior managers (HR Manager, Marketing Manager, Tender and Projects Manager, Program Managers); ETC's Indigenous Services Manager and Indigenous Services Team; and other interested Aboriginal and Torres Strait Islander staff. As at June 2022, 7 Aboriginal and/or Torres Strait Islander staff were members of the Working Group. During 2022-2025, the RAP Working Group will continue to meet quarterly.

RELATIONSHIPS



ETC's overarching objective, to empower people, depends upon strong relationships. In the context of our RAP, we take responsibility for developing and maintaining relationships which focus on listening, sharing knowledge, and working together. This commitment is underpinned by investing in a dedicated, culturally connected Indigenous Services Team which will embed ETC more firmly as a trusted and respected partner in empowering local communities.

Focus Area: The RAP “Relationships” value aligns with ETC Strategic Goals 1, 4 and 5:

- Strategic Goal 1: Position the organisation as a leader in our industry
- Strategic Goal 4: Demonstrate growth through opportunities that support our business
- Strategic Goal 5: Cultivate above and beyond relationships with our customers and communities

Action	Deliverable	Timeline	Responsibility
National Reconciliation Week (NRW) – Build relationships through celebrating NRW.	Organise at least 12 (2 in each of 6 ETC regions) internal NRW events, each year.	27 May – 3 June 2023 27 May – 3 June 2024 27 May – 3 June 2025	HR Manager
	Organise at least one organisation-wide (digital) NRW event per year.	27 May – 3 June 2023 27 May – 3 June 2024 27 May – 3 June 2025	Indigenous Services Manager
	Organise and provide funding contribution to at least 5 public NRW events in partnership with local Aboriginal organisations.	April 2023 April 2024 April 2025	Indigenous Services Manager
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff, via ETC intranet and email.	May 2023 May 2024 May 2025	Marketing Manager
	Invite Aboriginal and/or Torres Strait Islander Elders and community members to each of the NRW events to connect and share experiences.	April 2023 April 2024 April 2025	Indigenous Services Manager

RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
National Reconciliation Week (NRW) – Build relationships through celebrating NRW.	Register all ETC NRW events on Reconciliation Australia's NRW website.	May 2023 May 2024 May 2025	Tender and Projects Manager
	Publish photos of ETC NRW events on Facebook Workplace (ETC's internal communication platform) for all staff to enjoy.	June 2023 June 2024 June 2025	Marketing Manager
	Use Reconciliation Australia's NRW website to identify external NRW events in each ETC region, and promote these events to staff via Facebook Workplace.	May 2023 May 2024 May 2025	Indigenous Services Manager
	Encourage Senior Managers, Operations Managers and staff to participate in at least 15 (2 in each of 6 ETC regions; 1 in each of 3 ETC regions) external events to recognise and celebrate NRW.	27 May – 3 June 2023 27 May – 3 June 2024 27 May – 3 June 2025	Indigenous Services Manager
	Ensure the RAP Working Group participates in at least 6 external NRW events each year.	27 May – 3 June 2023 27 May – 3 June 2024 27 May – 3 June 2025	Tender and Projects Manager
Relationships to Support Positive Outcomes - Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Engage monthly through individual meetings with a variety of Local Aboriginal Land Councils, Aboriginal and/or Torres Strait Islander Organisations and Aboriginal Interagency Groups (at least 4 in each of 6 ETC regions per month, and 1 in each of 3 ETC regions per quarter).	October 2022 January, April, July, and October 2023 January, April, July, and October 2024 January, April and June 2025	Indigenous Services Manager
	Meet with at least 14 (3 in each of 4 ETC regions; and 1 in each of 2 ETC regions) local Aboriginal and Torres Strait Islander stakeholders and organisations to develop and continuously improve guiding principles for engagement.	November 2022 November 2023 November 2024	Indigenous Services Manager
	Establish and maintain at least 6 (or 1 in each of 6 ETC regions) formal two-way partnerships per year with Aboriginal and Torres Strait Islander communities or organisations; with a focus on developing opportunities for Aboriginal and Torres Strait Islander peoples and communities.	March 2023 March 2024 March 2025	Indigenous Services Manager
	Review, update and implement engagement plans in all ETC regions to work with our Aboriginal and Torres Strait Islander stakeholders.	March 2023 March 2024 March 2025	Indigenous Services Manager

RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
Internal and External RAP Awareness - Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation publicly through social media postings, ETC's fortnightly Business Insights e-newsletter, ETC blog posts, and media releases.	October 2022 January, April, July, and October 2023 January, April, July, and October 2024 January, April and June 2025	Marketing Manager
	Promote and host an official RAP launch event, to include internal and external stakeholders, highlighting our reconciliation journey and encouraging other organisations to develop RAPs.	September 2022	Marketing Manager
	Positively influence our external stakeholders to drive reconciliation outcomes by using ETC's fortnightly Business Insights e-newsletters, which reach multiple organisations throughout our regions, to distribute information, editorial and tips for developing RAPs and achieving reconciliation outcomes.	October 2022 January, April, July, and October 2023 January, April, July, and October 2024 January, April and June 2025	Marketing Manager
	Positively influence our external stakeholders to drive reconciliation outcomes via proactive conversations about ETC reconciliation activities in environments such as interagency and employment reference groups.	October 2022 January, April, July, and October 2023 January, April, July, and October 2024 January, April and June 2025	Indigenous Services Manager
	Establish a "Reconciliation Forum" in at least 4 ETC regions, targeting organisations which are newly involved in considering, developing or implementing RAPs, working with Aboriginal and Torres Strait Islander communities, and/or employing Aboriginal and Torres Strait Islander staff. To be facilitated by ETC, forums will meet regularly to bring like-minded organisations together to learn, share knowledge, and establish strategies to provide opportunity for Aboriginal and Torres Strait Islander peoples.	December 2023	Indigenous Services Manager
	Engage all staff to drive reconciliation outcomes by continuing to reward individuals' participation in RAP activities through ETC's "Star Awards" staff recognition and awards system.	October 2022 January, April, July, and October 2023 January, April, July, and October 2024 January, April and June 2025	HR Manager

RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
Internal and External RAP Awareness - Promote reconciliation through our sphere of influence.	Promote the "RAP Register" (located on the staff Intranet) at least quarterly, through Facebook Workplace and at internal meetings, to encourage staff to record activities undertaken or planned.	October 2022 January, April, July, and October 2023 January, April, July, and October 2024 January, April and June 2025	Tender and Projects Manager
	Promote the RAP, reconciliation activities and how to become involved, and RAP achievements at least quarterly through Facebook Workplace.	October 2022 January, April, July, and October 2023 January, April, July, and October 2024 January, April and June 2025	Tender and Projects Manager
	Promote the RAP, reconciliation activities and how to become involved, and RAP achievements at least quarterly through Facebook Workplace.	October 2022 January, April, July, and October 2023 January, April, July, and October 2024 January, April and June 2025	Marketing Manager
	Develop an interactive on-line "Reconciliation Resource Dashboard" as an internal information portal for staff. The dashboard will include reconciliation-relevant resources and materials, and community information such as local events and news.	December 2023	Indigenous Services Manager with the assistance of: Marketing Manager
	Update ETC's Annual "report card", which showcases ETC's achievements in terms of reconciliation, relationships and opportunities, from an infographic into a more engaging video format. Add to our regular report card marketing channels (media releases, ETC Blog, ETC newsletter and social media) - e.g. playing the video at community events and celebratory morning teas for ETC staff.	August 2022 August 2023 August 2024	Marketing Manager
	Collaborate with at least 2 RAP or other like-minded organisations to implement ways to advance reconciliation.	November 2023 November 2024	CEO
	Invite an organisation with a Stretch RAP or above to be a guest speaker at least one annual ETC Leadership Conference to share learnings.	November 2024	Marketing Manager in Consultation with CEO

RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
Internal and External RAP Awareness - Promote reconciliation through our sphere of influence.	Highlight our commitment to reconciliation and being a culturally safe and welcoming organisation through video interviews with our Aboriginal and Torres Strait Islander staff capturing their experiences of working at ETC. These will be promoted throughout out stakeholder networks.	December 2022	Indigenous Services Manager with the assistance of: Marketing Manager
	Attend at least two quarterly RAP Leadership Gatherings per year	December 2022 December 2023 December 2024	Tender and Projects Manager In consultation with: Indigenous Services Manager
Community Events - Enhance ETC's availability to Aboriginal and Torres Strait Islander communities through active involvement in community events.	Identify and attend local events of significance to Aboriginal and Torres Strait Islander peoples, including where relevant hosting expo/information stalls about training and employment.	October 2022 January, April, July, and October 2023 January, April, July, and October 2024 January, April and June 2025	Indigenous Services Manager
	Support local events of significance to Aboriginal and Torres Strait Islander peoples through practical assistance such as involvement in organising committees, providing volunteers, hosting a stall or activity, providing food, and/or providing financial support/sponsorship.	October 2022 January, April, July, and October 2023 January, April, July, and October 2024 January, April and June 2025	Indigenous Services Manager
	Include information, to be regularly updated, about opportunities for staff to connect with community through locally significant events in a new interactive, internal "Reconciliation Resource Dashboard".	December 2023	Indigenous Services Manager
	Promote local community events to staff via Facebook Workplace, and, when developed, the new Reconciliation Resource Dashboard.	October 2022 January, April, July, and October 2023 January, April, July, and October 2024 January, April and June 2025	Indigenous Services Manager

RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
Community Events - Enhance ETC's availability to Aboriginal and Torres Strait Islander communities through active involvement in community events.	Publicly promote ETC's attendance at community events via sharing of photos and videos on our social media channels.	October 2022 January, April, July, and October 2023 January, April, July, and October 2024 January, April and June 2025	Marketing Manager
Positive race relations - promote positive race relations through anti-discrimination strategies	Continuously improve HR policies and procedures concerned with anti-discrimination through annual updates.	November 2022 November 2023 November 2024	HR Manager
	Implement and communicate ETC's anti-discrimination policy.	October 2022 January, April, July, and October 2023 January, April, July, and October 2024 January, April and June 2025	HR Manager
	Engage with Aboriginal and Torres Strait Islander staff to continuously improve our anti-discrimination policy via annual updates.	November 2022 November 2023 November 2024	HR Manager
	Provide ongoing education opportunities for senior leaders and managers on the effects of racism by adding online learning module(s) into ETC's Learning Management System.	March 2023	HR Manager
	Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism. For example, through information and links in our fortnightly Business Insights e-newsletter and ETC Blog.	October 2022 January, April, July, and October 2023 January, April, July, and October 2024 January, April and June 2025	Marketing Manager

RESPECT



Respect is the overarching value driving ETC's work, and is at the very heart of our desire and commitment to investing in reconciliation. From our Directors and CEO to our senior managers and staff, respect – for Elders, Traditional Owners, histories, cultures and Country - flows into all our interactions. Our RAP actions help us to ensure that this respect is taught, shared and demonstrated throughout our teams and stakeholders.

Focus Area: The RAP “Respect” value aligns with all of ETC's Strategic Goals, most strongly with Goals 1, 2, 3 and 5:

- Strategic Goal 1: Position the organisation as a leader in our industry
- Strategic Goal 2: A corporate culture that empowers innovation and diversity
- Strategic Goal 3: Maintain a framework that enhances quality, compliance and ethics
- Strategic Goal 5: Cultivate above and beyond relationships with our customers and communities.

Action	Deliverable	Timeline	Responsibility
Cultural Awareness - Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within ETC, especially in new geographic locations.	March 2023	HR Manager
	Review ETC's cultural learning strategy and integrate this with our organisational Learning and Development Strategy.	March 2023	HR Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors in reviewing and implementing ETC's cultural learning strategy.	March 2023	HR Manager
	Implement ETC's cultural learning strategy for our staff, and communicate the strategy via the Intranet and Facebook Workplace.staff, via ETC intranet and email.	July 2023; July 2024 and July 2025.	HR Manager
	Commit all RAP Working Group members, senior managers, and all new staff to undertake formal and structured cultural learning via ETC's cultural awareness training module - Aboriginal and Torres Strait Islander Cultural Appreciation – accessed via the ETC Learning Hub.	July 2023; July 2024 and July 2025.	HR Manager

RESPECT

Action	Deliverable	Timeline	Responsibility
Cultural Awareness - Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	100% of new staff complete ETC's on-line cultural awareness training module as part of their induction; and 100% of existing staff (average 450 staff) undertake an annual update/refresher.	July 2023; July 2024 and July 2025.	HR Manager
	Develop and implement face to face cultural awareness and/or cultural immersion activities - at least 4 per year with a target of 100 staff participating per annum. This may include videoing face-to-face activities to share across our regions.	July 2023; July 2024 and July 2025.	Indigenous Services Manager Assisted by: Marketing Manager HR Manager
	Run digital and/or face to face, live or pre-recorded, “lunch and learn” sessions (at least 2 per annum), for all ETC staff via Teams on topics such as: <ul style="list-style-type: none"> • United Nations Declaration on the Rights of Indigenous Peoples • International Indigenous Peoples Day (Aug 9) • Close the Gap strategy • Treaty processes in certain states/territories • Native Title Act 1993 • Cultural heritage management • Indigenous Deaths in Custody, Raise the Age campaign • Frontier wars 	July 2023; July 2024 and July 2025.	Indigenous Services Manager Assisted by: Marketing Manager HR Manager
	Develop an online library for staff, including links to books, articles, documentaries and films, as part of ETC's interactive “Reconciliation Resource Dashboard”.	December 2023	Indigenous Services Manager Assisted by: Marketing Manager HR Manager
	Incorporate external cultural tours or experiences into ETC activities such as Leadership conference, team building sessions or volunteering days – at least 4 per year.	July 2023; July 2024 and July 2025.	Chief People, Culture and Communications Officer
Cultural Protocols - Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Maintain and update our Aboriginal and Torres Strait Islander Toolkit with relevant information. This will include enhancing the content and useability of the Toolkit by integrating it into our new “Reconciliation Resource Dashboard”.	March 2023 March 2024 March 2025	Tender and Projects Manager
	Implement and communicate ETC's Cultural Protocols Document (which is tailored for the communities we operate in and includes protocols for Welcome to Country and Acknowledgement of Country) via the Intranet and Facebook Workplace, and update the Document annually.	November 2022 November 2023 November 2024	Tender and Projects Manager

RESPECT

Action	Deliverable	Timeline	Responsibility
Cultural Protocols - Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols, through posts at least quarterly in Facebook Workplace.	October 2022 January, April, July, and October 2023 January, April, July, and October 2024 January, April and June 2025	Tender and Projects Manager Assisted by: Indigenous Services Manager
	Continue to include information about our Cultural Protocols Document in the staff induction procedure, to ensure all new staff become familiar with ETC's cultural protocols.	July 2023, July 2024 and July 2025.	HR Manager
	Maintain and review a list of key contacts for organising a Welcome to Country at ETC events.	December 2022 December 2023 December 2024	Marketing Manager
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol, at ETC events such as our annual Leadership Conference, NAIDOC and NRW events, and openings of new offices and skills centres. Target 12 events per year.	June 2023 June 2024 June 2025	Marketing Manager Assisted by: Indigenous Services Manager
	Managers or staff to provide an Acknowledgement of Country or other appropriate protocols at all public events, such as ETC training workshops, employer events, and job seeker information sessions.	July 2023; July 2024 and July 2025	Indigenous Services Manager
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings including ETC Board meetings, ETC Board sub-committee meetings, Senior Management meetings, CEO/Executive all-staff update meetings, and RAP Working Group meetings.	October 2022 January, April, July, and October 2023 January, April, July, and October 2024 January, April and June 2025	CEO
	Display an Acknowledgment of Country plaque in 39 ETC offices, including new plaques to be placed at all new full time ETC sites resulting from our geographic expansion.	November 2022	Marketing Manager

RESPECT

Action	Deliverable	Timeline	Responsibility
Cultural Protocols - Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Ensure all ETC training rooms are supplied with ETC's Acknowledgement of Country magnets (featuring commissioned Aboriginal artwork design), including increasing supplies to equip new training rooms at new sites resulting from our geographic expansion.	November 2022 November 2023 November 2024	Marketing Manager
	Display ETC's commissioned artwork, by Aboriginal artist Pat Caruso, in all ETC offices (total 39 full time ETC offices).	November 2022	Marketing Manager
	Organise a smoking ceremony, to be delivered by local Traditional Owners, to mark the opening of at least 3 key ETC sites in our new regions.	December 2022	Marketing Manager
NAIDOC Week - Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.	April 2023 April 2024 April 2025	HR Manager
	Each RAP Working Group member to participate in at least 2 local external NAIDOC Week events each year.	July 2023 July 2024 July 2025	Tender and Projects Manager
	Support staff to participate in at least 15 (2 in each of 6 ETC regions; 1 in each of 3 ETC regions) NAIDOC Week events in our local communities.	July 2023 July 2024 July 2025	Indigenous Services Manager
	In consultation with Aboriginal and Torres Strait Islander stakeholders, support (via sponsorship and/or as an exhibitor/presenter) at least 6 (1 in each of 6 ETC regions) local external NAIDOC Week events each year.	May 2023 May 2024 May 2025	Indigenous Services Manager
	In consultation with Aboriginal and Torres Strait Islander stakeholders, hold at least one internal or public NAIDOC Week event in each of 6 ETC regions.	July 2023; July 2024 and July 2025.	Indigenous Services Manager with assistance of: Marketing Manager (external); or HR Manager (internal)
Recognition – recognise and respect dates and places of significance to Aboriginal and Torres Strait Islander peoples.	Continue to 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 Facebook Workplace, and externally through social media updates.	October 2022 January, April, July, and October 2023 January, April, July, and October 2024 January, April and June 2025	Marketing Manager

RESPECT

Action	Deliverable	Timeline	Responsibility
Recognition – recognise and respect dates and places of significance to Aboriginal and Torres Strait Islander peoples.	Include a calendar and information on Aboriginal and Torres Strait Islander dates of significance (outside of NRW and NAIDOC Week) – both nationally and locally - in ETC’s interactive “Reconciliation Resource Dashboard”.	December 2023	Indigenous Services Manager with assistance from: Marketing Manager Tender and Projects Manager
	Recognise Country by including traditional Country names in ETC materials and documents which refer to our site and regional locations.	December 2022	Marketing Manager
Cultural Leadership – incorporate Aboriginal and Torres Strait Islander cultural principals into ETC’s leadership approaches.	Research options and approach organisations (e.g. Banaam) as potential partners to deliver culturally-based leadership programs for current and future ETC managers.	March 2024	Indigenous Services Manager with assistance from: HR Manager
	Deliver and evaluate a pilot cultural leadership program as part of ETC’s Ignite Leadership Program and/or Managers Conference.	July 2024	Indigenous Services Manager with assistance from: HR Manager

OPPORTUNITIES



ETC has a strategic imperative to increase our focus on providing intensive support services to help individuals to reach their full potential. By providing innovative support programs, both internally and in partnership with Aboriginal and Torres Strait Islander and other organisations, we strive to generate opportunities for Aboriginal and Torres Strait Islander peoples, prepare them to benefit fully from those opportunities now and into the future, and enhance the way in which ETC benefits from the ingenuity and knowledge of Aboriginal and Torres Strait Islander peoples and communities.

Focus Area: The RAP “Opportunities” value aligns with ETC Strategic Goals 1, 2, 4 and 5:

- Strategic Goal 1: Position the organisation as a leader in our industry
- Strategic Goal 2: A corporate culture that empowers innovation and diversity
- Strategic Goal 4: Demonstrate growth through opportunities that support our business.
- Strategic Goal 5: Cultivate above and beyond relationships with our customers and communities.

Action	Deliverable	Timeline	Responsibility
Staff Recruitment and Retention - Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Achieve an increased target for ETC Aboriginal and Torres Strait Islander employment of 8% (approximately 36 individuals from a total 450 staff), including at least 11 Aboriginal identified positions.	July 2023; July 2024 and July 2025	HR Manager
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders, through channels such as social media, our Indigenous Services Team, and local Aboriginal and Torres Strait Islander organisations.	July 2023; July 2024 and July 2025	HR Manager
	Enhance the attraction of Aboriginal and Torres Strait Islander applicants by including videos interviews with our current Aboriginal and Torres Strait Islander staff in our staff attraction video suite.	December 2022	Indigenous Services Manager with assistance from: Marketing Manager

OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
Staff Recruitment and Retention - Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Review HR and recruitment procedures and policies at least annually to ensure there are no barriers to Aboriginal and Torres Strait Islander participation in ETC's workplace.	July 2023; July 2024 and July 2025	HR Manager
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategies as part of annual updates of ETC's Workforce Development Plan (our overarching strategy for all staff) and our Indigenous Participation Plan (specific strategies to support Aboriginal and Torres Strait Islander staff).	July 2023; July 2024 and July 2025	HR Manager
	Review and update ETC's Aboriginal and Torres Strait Islander recruitment, retention and professional development strategies via annual reviews and updates of our Workforce Development Plan (our overarching strategy for all staff) and our Indigenous Participation Plan (specific strategies to achieve Aboriginal and Torres Strait Islander recruitment, development and retention objectives).	July 2023; July 2024 and July 2025	HR Manager
	Support Aboriginal and Torres Strait Islander staff to take on management and senior level positions through training, mentoring via Indigenous Services Team, professional development, conferences, professional memberships, relocation opportunities to new office sites, etc. These activities to be identified and documented in individual Training and Development Plans. A target of 36 Aboriginal and Torres Strait Islander staff to participate in one or more of these development activities per year.	July 2023; July 2024 and July 2025	HR Manager
	Prepare Aboriginal and Torres Strait Islander staff for leadership roles through ETC's "Ignite" Leadership training program. Target 7 Aboriginal and Torres Strait Islander staff to complete the program each year.	July 2023; July 2024 and July 2025	HR Manager
	Provide the opportunity for all Aboriginal and Torres Strait Islander staff wishing to do so to receive culturally appropriate mentoring or assistance via ETC's Indigenous Services Team.	October 2022 January, April, July, and October 2023 January, April, July, and October 2024 January, April and June 2025	Indigenous Services Manager with assistance from: HR Manager

OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
Supplier Diversity - Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Implement and review annually our Aboriginal and Torres Strait Islander Procurement Policy. Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff, for example through linkages on Intranet to Supply Nation member businesses in our regions.	September 2022 September 2023 September 2024 July 2023; July 2024 and July 2025	Chief Financial Officer
	Review and update procurement practices annually to ensure there are no barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses	July 2023; July 2024 and July 2025	Chief Financial Officer
	Report on procurement of goods and services from Aboriginal and Torres Strait Islander owned businesses in RAP Impact Questionnaire and Supply Nation reporting.	September 2022 September 2023 September 2024	Chief Financial Officer
	Develop/maintain commercial relationships with at least 20 (or 4 in each of 4 ETC regions, and 2 in each of 2 ETC regions) Aboriginal and/or Torres Strait Islander businesses.	July 2023; July 2024 and July 2025	Chief Financial Officer
	Maintain our membership of Supply Nation.	November 2022 November 2023 November 2024	Chief Financial Officer
	Provide a representative to attend at least 1 annual Supply Nation Conference.	May 2024 May 2025 (or when conference is held)	Chief Financial Officer
	Train relevant staff (e.g. CFO, regional and program managers) in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation webinars such as First Step and Next Step webinars.	June 2023 June 2024 June 2025	Chief Financial Officer with assistance of: HR Manager
	Achieve a target 2% procurement of goods and services from Aboriginal and Torres Strait Islander owned businesses (estimated \$200,000 of a total \$10M procurement spend).	July 2023; July 2024 and July 2025	Chief Financial Officer

OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
Traineeships - Support internal ETC Aboriginal and Torres Strait Islander traineeships.	Provide at least 12 (or 2 in each of at least 6 ETC regions) Aboriginal and Torres Strait Islander traineeships within ETC per year.	July 2023; July 2024 and July 2025	HR Manager
	Introduce an ETC Aboriginal and Torres Strait Islander Traineeship Program. With a focus on advocacy and support for managers, trainees and applicants, the program will aim to increase the availability and sustainability of internal traineeships, leading to internal or external career pathways.	July 2023	Indigenous Services Manager
	Ensure all Aboriginal and Torres Strait Islander trainees attend at least one professional development event during the course of their traineeship.	July 2023; July 2024 and July 2025	Indigenous Services Manager
	Ensure all new Aboriginal and Torres Strait Islander trainees have the opportunity, if required, to access additional support or mentoring via our Indigenous Services Team.	July 2023; July 2024 and July 2025	Indigenous Services Manager
	Assist Aboriginal and Torres Strait Islander trainees to access personal support, if required, from local community organisations via ETC's community referral network.	July 2023; July 2024 and July 2025	Indigenous Services Manager
	Assist all Aboriginal and Torres Strait Islander trainees to access training via ETC's Learning Hub, which provides a broad range of on-line training options relevant to our industry.	July 2023; July 2024 and July 2025	Indigenous Services 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.	July 2023; July 2024 and July 2025	Indigenous Services Manager
Sponsorships - Support opportunities for Aboriginal and Torres Strait Islander peoples that cannot be directly delivered by ETC	Enhance the impact of ETC sponsorships by identifying Aboriginal and/or Torres Strait Islander organisations/projects in key ETC regions which could provide significant community benefit as a result of a sponsorship. This will include consultation with local communities and ETC's Aboriginal and Torres Strait Islander staff, and analysis of local data and information to determine key areas of community need.	April 2023 April 2024 April 2025	Marketing Manager
	Provide at least 4 sponsorships 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.	June 2023 June 2024 June 2025	Marketing Manager

OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
Marketing ETC services – Inform Aboriginal and Torres Strait Islander peoples about ETC services and how they can assist them to prepare for and access opportunities.	Consult with Aboriginal and Torres Strait Islander stakeholders and utilise market research techniques to inform appropriate marketing channels and effective targeting of marketing messages to best reach and respond to the needs of Aboriginal and Torres Strait Islander peoples in our local communities.	October 2022 January, April, July, and October 2023 January, April, July, and October 2024 January, April and June 2025	Marketing Manager
	Include links to video interviews with ETC's Aboriginal and Torres Strait Islander staff in our marketing materials. Especially in new regions, this deliverable aims to enhance a culturally appropriate approach to community by introducing our Aboriginal and Torres Strait Islander staff and encouraging yarning with ETC.	December 2022	Marketing Manager with assistance from: Indigenous Services Manager
	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.	October 2022 January, April, July, and October 2023 January, April, July, and October 2024 January, April and June 2025	Marketing Manager
	Host regular expo/information stalls about training and employment at local events attended by Aboriginal and Torres Strait Islander peoples (at least 5 per year in each of 4 ETC regions, and 2 per year in each of 2 ETC regions).	October 2022 January, April, July, and October 2023 January, April, July, and October 2024 January, April and June 2025	Indigenous Services 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, U-Tube channel, and via targeted approaches to specific stakeholders.	October 2022 January, April, July, and October 2023 January, April, July, and October 2024 January, April and June 2025	Marketing Manager with assistance from: Indigenous Services Manager
Capacity Building – Develop the capacity of Aboriginal and Torres Strait Islander peoples in local communities to achieve employment.	Provide funding, coordination support and volunteers for a music video/documentary project in a community within our geographic footprint in partnership with Desert Pea media and local Elders. This “legacy project” will engage young Aboriginal and Torres Strait Islander peoples to develop pride, and social and employability skills.	December 2022	CEO

OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
Capacity Building – Develop the capacity of Aboriginal and Torres Strait Islander peoples in local communities to achieve employment.	Provide additional mentoring and support for Aboriginal and Torres Strait Islander job seekers, both prior to employment and once in employment, through our Indigenous Services Team, to assist them to gain and keep employment.	October 2022 January, April, July, and October 2023 January, April, July, and October 2024 January, April and June 2025	Indigenous Services Manager
	Leverage current ETC relationships to develop and deliver an Aboriginal and Torres Strait Islander hospitality industry pre-employment training program in partnership with Accor to provide a pathway to employment with Accor, Voyages, or other hospitality opportunities.	July 2023	Indigenous Services Manager
	Deliver at least 16 (or 4 in each of 4 ETC regions) programs in partnership with Aboriginal and Torres Strait Islander organisations, employers and training organisations to develop and prepare Aboriginal and Torres Strait Islander job seekers for a variety of employment and career pathway opportunities.	October 2022 January, April, July, and October 2023 January, April, July, and October 2024 January, April and June 2025	Indigenous Services Manager
	Implement virtual and face to face “Job Clubs” for Aboriginal and Torres Strait Islander job seekers to inform them about local employment opportunities and assist them to prepare and apply for these opportunities.	October 2022 January, April, July, and October 2023 January, April, July, and October 2024 January, April and June 2025	Indigenous Services Manager
	Forge strong collaborative partnerships with units, personnel and/or departments within large employers which focus on Aboriginal and Torres Strait Islander employment.	October 2022 January, April, July, and October 2023 January, April, July, and October 2024 January, April and June 2025	Indigenous Services Manager

GOVERNANCE, TRACKING
PROGRESS AND REPORTING



Action	Deliverable	Timeline	Responsibility
Monitoring of RAP by RAP Working Group – Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Oversee the development, endorsement and launch of the RAP	RAP commences August 2022 Formal launch September 2022	Tender and Projects Manager
	Review Terms of Reference for the RAP Working Group.	September 2022 September 2023 September 2024	Tender and Projects Manager
	Meet four times per year to monitor and report on RAP implementation.	September and November 2022 March, June, September and November 2023 March, June, September and November 2024 March and June 2025	Tender and Projects Manager
	Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group.	September and November 2022 March, June, September and November 2023 March, June, September and November 2024 March and June 2025	Tender and Projects Manager
Provide appropriate support for effective implementation of RAP commitments.	Embed resource needs for RAP implementation	August 2022 August 2023 August 2024	CEO

GOVERNANCE, TRACKING PROGRESS AND REPORTING

Action	Deliverable	Timeline	Responsibility
Provide appropriate support for effective implementation of RAP commitments.	Embed key RAP actions in performance expectations of senior management by including RAP expectations in role KPIs.	December 2022	HR Manager
	Include our RAP as a standing agenda item at senior management meetings.	October 2022 January, April, July, and October 2023 January, April, July, and October 2024 January, April and June 2025	CEO
	Embed appropriate systems and capability to track, measure and report on RAP commitments.	August 2022 August 2023 August 2024	Tender and Projects Manager
	Maintain internal RAP Champions from ETC leadership group (CEO, HR Manager, Indigenous Services Manager and Tender and Projects Manager) to increase engagement.	August 2022 August 2023 August 2024	CEO
	Engage our senior leaders in the delivery of RAP outcomes, including through membership of the RAP Working Group.	September and November 2022 March, June, September and November 2023 March, June, September and November 2024 March and June 2025	CEO
RAP Reporting - Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Communicate quarterly updates on RAP progress to all staff and senior leaders by placing RAP quarterly reports on staff intranet site, along with a promotional blurb on the intranet home page.	October 2022 January, April, July, and October 2023 January, April, July, and October 2024 January, April and June 2025	Tender and Projects Manager
	Collect data via RAP Working Group and other staff for the RAP Impact Measurement questionnaire.	August 2022 July 2023 July 2024 July 2025	Tender and Projects Manager
	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2022 30 September 2023 30 September 2024	Tender and Projects Manager

GOVERNANCE, TRACKING PROGRESS AND REPORTING

Action	Deliverable	Timeline	Responsibility
RAP Reporting - Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	Tender and Projects Manager
	Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings, through our company Annual Report.	September 2022 September 2023 September 2024	Marketing Manager
Continue our RAP journey by developing our next RAP	Register via Reconciliation Australia's website to begin developing our next RAP.	January 2025	Tender and Projects Manager



For further information about ETC's RAP please contact:

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