

# Innovate Reconciliation Action Plan

March 2021 - March 2023





# MESSAGE FROM RECONCILIATION AUSTRALIA

Reconciliation Australia commends BUSY At Work on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for BUSY At Work to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, BUSY At Work will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. BUSY At Work is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing their an Innovate RAP signals BUSY At Work's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations BUSY At Work on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia





GLADSTONE



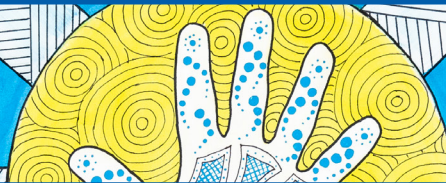
CAIRNS



ROCKHAMPTON



TOOWOOMBA



## Acknowledgement of Country

BUSY At Work acknowledges the Traditional Owners as the custodians of the land and recognises their connection to the land on which we work. We pay our respects to Australia's First Peoples, and to Elders, past, present and emerging.

## Managing Director's Message



It is with great pleasure as the Managing Director of The BUSY Group, that I present BUSY At Work's Reconciliation Action Plan for 2021 – 2023.

BUSY At Work is committed to reconciliation with our First Nations Peoples and our third Reconciliation Action Plan sets our agenda to translate our commitment into action. I believe we must continue building strong relationships with communities through mutual respect and understanding.

Our 'Innovate Reconciliation Action Plan' reflects our values of inclusiveness, excellence, resilience, integrity and innovation. These values are entrenched in the work we do and how we conduct our business and our Vision is to "have more people in jobs, more people learning new skills, and more communities exposed to positive change, in partnership with employers and industry".

BUSY At Work is committed to working together with Aboriginal and Torres Strait Islander people to overcome the difficulties and challenges they face every day by providing career opportunities to job seekers through apprenticeships, employment and community programs.

We will continue to expand on our Indigenous Employment Programs with a vision to meet the aspirations and priorities of our First Nations Peoples. Our third Reconciliation Action Plan provides us with a framework for the future and we aspire to make a real difference to Indigenous communities.

**Paul Miles**  
Managing Director



# OUR VISION FOR RECONCILIATION

In the future BUSY At Work imagines First Nations Peoples will have social and economic equality.

BUSY At Work's vision for reconciliation with First Nations Peoples has its origins in our commitment to have more people in jobs, more people learning new skills, and more communities exposed to positive change, in partnership with employers and industry.

We recognise that a community-led, strengths-based approach that values the experience of First Nations Peoples is the best way to accelerate improvements in their life outcomes.

To make this vision a reality it is our intention to consult with First Nations Peoples to truly understand how we can work together to create opportunities.

BUSY At Work is driven by passion and commitment to make a difference by supporting Reconciliation through our commitment to the actions outlined in this plan. The development of our 'Innovate Reconciliation Action Plan (RAP)' re-enforces our genuine commitment to improve the lives of one of the oldest surviving cultures in the world and assist in driving social change.

Luther Cora- Yugumbah Dance Group performing at BUSY's annual Christmas Conference and Dinner.





# OUR BUSINESS

BUSY At Work is an established and trusted not-for-profit organisation providing career opportunities for job seekers through apprenticeship, employment and community services. We value inclusiveness, excellence, resilience, integrity and innovation.

These values are entrenched in the work we do and how we conduct our business. Our reputation as a leading provider of apprenticeship services, job services and Aboriginal and Torres Strait Islander peoples employment programs, school-based programs, mature aged worker programs and disability employment who meets the needs of the industry, is second to none.

Established in 1977 we have over 40 years' experience providing skilling solutions and services to businesses, workers and job seekers. BUSY At Work provides a comprehensive approach to employment and apprenticeship management through apprenticeship, workforce solutions and community services.

Most of BUSY's business activities stem from government and private sector contracts, which provide essential support services to businesses and the community. From assisting disengaged youth into employment to developing complex workforce planning strategies for some of Australia's largest employers, we've done it all and are committed to delivering our projects with common sense, integrity and reliability.

Our commitment to positive social change and providing support to local communities is at the heart of all we do. We use our surpluses to aid local community projects and maintain a flexible approach to supporting community needs so that individuals experience long-term benefits as well as short-term results.

BUSY At Work currently employs over 400 staff throughout our footprint in Australia, including seven staff who identify as Aboriginal and Torres Strait Islander.

BUSY At Work delivers programs in over 50 locations Australia wide. Refer to the following page for map on page 8 of our offices to clearly identify our footprint.

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# OUR CURRENT SERVICES

**BUSY At Work offer a range of programs and services primarily contracted to government. We currently offer:**

## Australian Apprenticeship Support Services

BUSY At Work Apprenticeships Support Services is an Australian Apprenticeship Support Network Provider in Queensland, Western Australia and Torres Strait has been contracted by the Australian Government since 1998 to provide advice on apprenticeships and traineeships. We promote and administer incentives for apprenticeship opportunities through the Australian Apprenticeships Incentive Program, a Federal program offered by the Department of Education, Skills and Employment. Over the years we have established a reputation as the specialists in apprenticeship support services and have played a key role in growing apprenticeship and traineeship outcomes. We provide consultation to businesses to identify training needs and advise on the Australian Apprenticeships Incentive Program.

## Employment Services

BUSY At Work is a member of CoAct, a national organisation dedicated to helping job seekers find the right job in the continuing battle against unemployment. CoAct BUSY At Work is funded through jobactive, an Australian Government initiative of the Department of Education, Skills and Employment. We strive to provide a professional and positive experience for job seekers and employers with a focus on individually tailored support. Our offices are located throughout Sunshine Coast and North Queensland. As part of our Employment Services strategy, we work with Indigenous communities with the aim of getting Aboriginal and Torres Strait Islanders into the right jobs.

## Transition to Work

The Transition to Work service, an Australian Government initiative provides intensive, pre-employment support to improve the work-readiness of young people and help them into work (including apprenticeships and traineeships) or education. The service will have a strong focus on helping young people to understand what is expected in the workplace and to develop the skills, attitudes and behaviours expected by employers.

## Victorian Registration & Qualifications Authority (VRQA) Regulatory Field Services Contract

BUSY At Work is contracted by the Victorian Registration and Qualifications Authority (VRQA) to provide Apprenticeship and Traineeship Regulatory Field Services in Victoria from September 2, 2013. BUSY At Work Authorised Officers are responsible for responding to VRQA requests to investigate potential breaches of regulations that apply to apprenticeship and traineeship arrangements in Victoria and completing planned visits to improve compliance with regulations and quality of training.

## National Disability Coordination Officer (NDCO) Program

The NDCO program works toward the Australia-wide coordination and delivery of transition services for people with a disability who are at, or who will be

attending, secondary school, university or vocational education and training.

## Education and Scholarships Programs

**PACER:** Parliament and Civics Education Rebate is an initiative of the Australian Government, which provides some financial assistance for students in Year 4 – 12 across Australia to travel to visit cultural and historical interest sites in the nation's capital.

**SCOW:** Skills Checkpoint for Older Workers offers career support and funding towards training for older workers (aged 45-70) who are at risk of losing their job or who have been unemployed for less than 3 months.

**Commonwealth Scholarships Program for Young Australians (CSPYA):** Offers eligible young Australians and ex-ADF personnel scholarship funding for VET training of up to \$5,000 per year. Approximately 400 scholarships are available and eligibility criteria applies.

**Early Childhood Scholarships and Incentives Program – Victoria:** Up to \$25,000 in funding is available to undertake an early childhood scholarship to become a teacher, and up to \$34,000 financial assistance for early childhood Aboriginal pathway scholarships. There are also relocation incentives available for teachers. Eligibility criteria applies.



## Indigenous Advancement Strategy

BUSY At Work works closely with organisations, businesses and communities to create and provide work opportunities Aboriginal and Torres Strait Islander peoples. Our experienced Indigenous consultants assist employers with the skills and cultural knowledge necessary to provide sustainable employment opportunities for Aboriginal and Torres Strait Islander peoples. In turn, they also work with the local communities to prepare Aboriginal and Torres Strait Islander peoples to take up job opportunities and enhance their employment prospects. BUSY At Work have been running Indigenous Advancement Strategy programs since the beginning of 2016 which have been extremely successful in assisting in the retention of Aboriginal and Torres Strait Islander students through to Year 12 whilst giving them the opportunity to forge a career through a traineeship or apprenticeship.

BUSY also delivers a range of short-term employment and training projects to assist disadvantaged people gain employment, such as Skilling Queenslanders for Work.

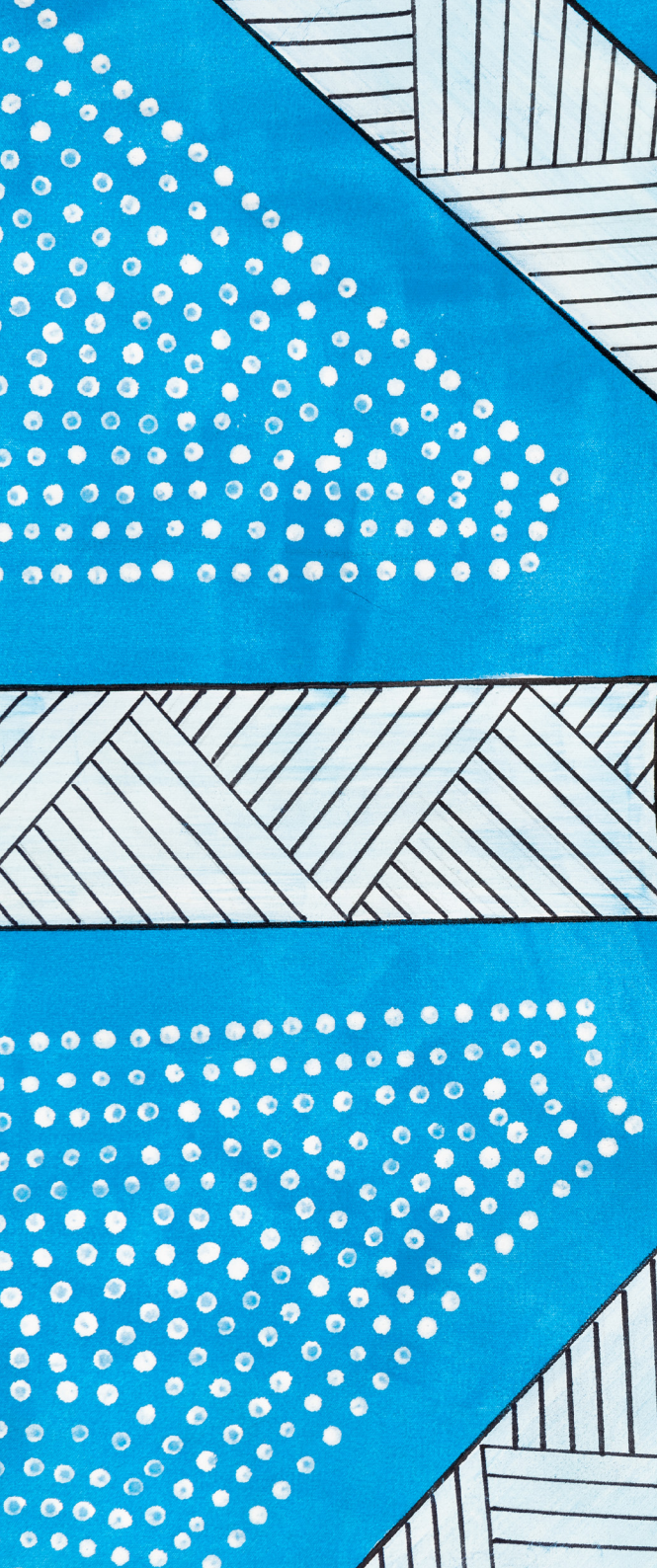
## Skilling Queenslanders for Work

The Skilling Queenslanders for Work Program is a State Government initiative which funds training and support for unemployed or underemployed people, with a focus on young people (including those in and transitioned from out-of-home care), Aboriginal and Torres Strait Islander people, people with disability, mature-age job seekers, women re-entering the workforce, and people from culturally and linguistically diverse backgrounds.

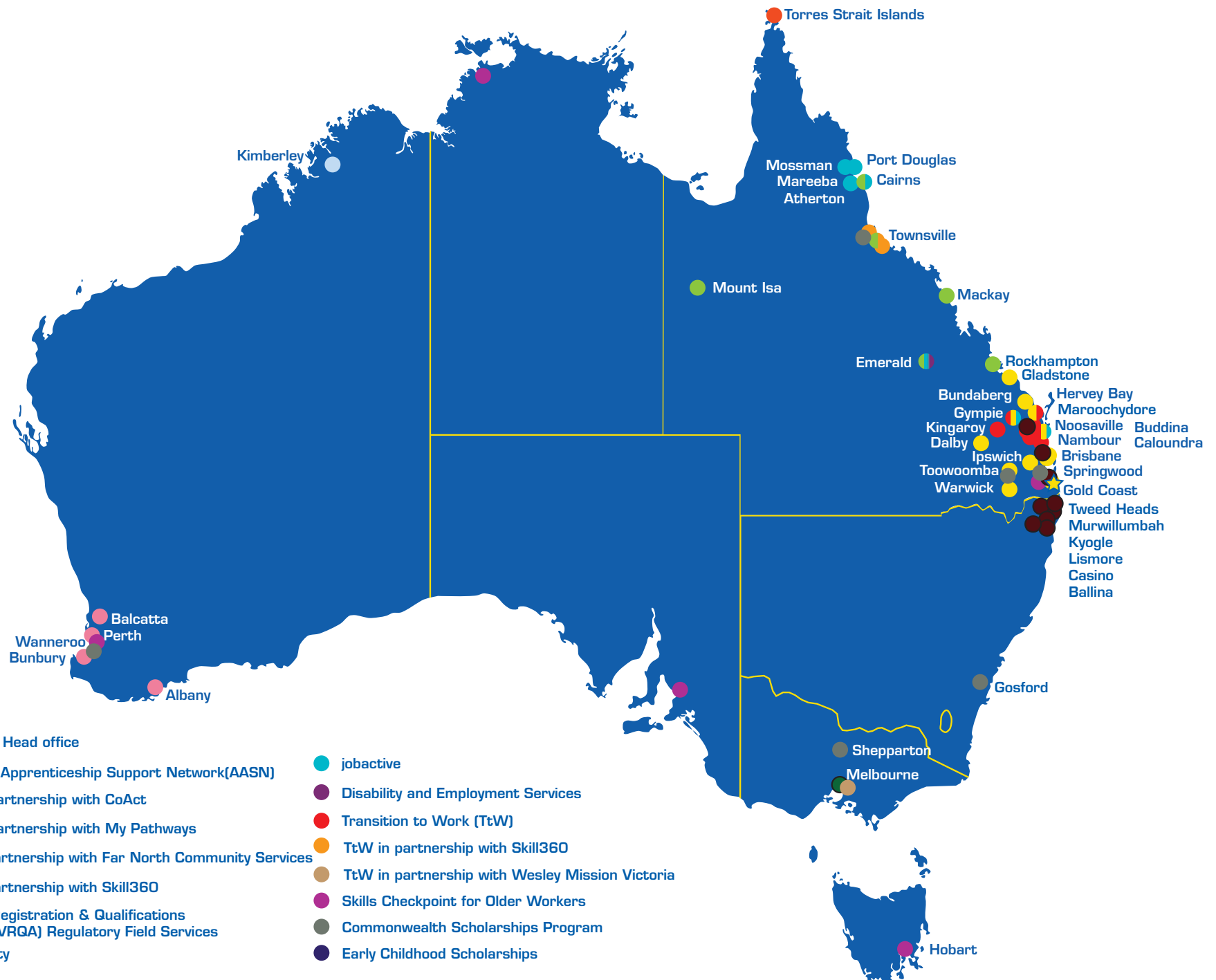


Declan Kleen participated in the Indigenous school-based mentoring program with City Beach through the Indigenous Advancement Strategy.













## OUR CURRENT SERVICES

BUSY At Work developed a Reconciliation Action Plan (RAP) in recognition of the hardships that First Nations Peoples have faced. Our aim is to make a difference and create a level playing field. At BUSY At Work we believe that reconciliation is an important step towards closing the gap with a focus on Economic Development through increasing employment opportunities with Aboriginal and Torres Strait Islander peoples and creating a society that values and recognises Aboriginal and Torres Strait Islander cultures and heritage as a proud part of a shared national identity.

BUSY At Work continues to lay the foundations for building stronger and more respectful relationships with Aboriginal and Torres Strait Islander peoples, communities and stakeholders through the development of our third RAP. We have reviewed the progress made with our first and second RAP to ensure that our third RAP is informed by our previous activities. We continue to shape our actions and measurable targets around building and maintaining positive, respectful relationships through effective engagement.

Since our first two RAPs, we have made significant progress towards embedding cultural awareness internally and have developed an Aboriginal and Torres Strait Islander peoples Employment Strategy. We have also put in place strategies for more effective program service delivery to Aboriginal and Torres Strait Islander peoples faced with barriers to gaining and sustaining employment.

In addition to increasing Aboriginal and Torres Strait Islander peoples representation within BUSY's own staffing profile, we continue to expand our Aboriginal and Torres Strait Islander peoples Employment Programs and support employers within our networks to confidently

employ program graduates. We do this through provision of cultural awareness training to our staff and employers and delivery of regular cultural conversations sessions for staff and guests.

We also constantly seek to develop innovative ways to create opportunities to embrace the principals of equality and equity.

Using our networks, we will continue to encourage the support of all dimensions of reconciliation across political, business and community institutions. We will continue to work to ensure recognition and valuing of Aboriginal and Torres Strait Islander histories, cultures and rights.

We are excited to be playing our part in creating social change and improving the social and economic wellbeing of Aboriginal and Torres Strait Islander peoples.

This is BUSY At Work's third RAP, our first (Reflect RAP) was developed in 2014 and the second (Innovate RAP) in 2017. We are now pleased to present our third RAP (Innovate RAP) as a statement of our continued commitment to reconciliation with Aboriginal and Torres Strait Islander peoples.



The RAP Working Group has met on a regular basis to continue to build their knowledge on Aboriginal and Torres Strait Islander cultures and affairs and consider ways BUSY At Work can make a difference. The Working Group has worked hard to strengthen this knowledge internally and continues to build on our commitments. Since our initial RAP in 2014, we have:

- Annually celebrated National Reconciliation Week
- Participated in NAIDOC Week events
- Developed productive and mutually beneficial relationships with Aboriginal and Torres Strait Islander communities, organisations and stakeholders, such as engaging with local Aboriginal and Torres Strait Islander community organisations and health services to deliver our BUSY Jarjum Childcare Project in Toowoomba
- Provided cultural awareness training for BUSY At Work staff through our online Cultural Awareness Course, which has been completed by 201 BUSY staff
- Engaged Aboriginal dancers to perform at our annual Christmas Conferences and graduations
- Implemented Welcome to Country and Acknowledgement To Country at key events
- Developed an Aboriginal and Torres Strait Islander peoples Employment Strategy; and
- Developed a strategy for promoting jobs, traineeships and apprenticeships to Aboriginal and Torres Strait Islander peoples both within and external to BUSY through additional mentoring projects such as the Culinary Murri and Yakka Yarn Projects.

As we reflect on our initial RAPs, we take forward the lessons we have learned along the way such as the need for strong accountability for the RAP actions to ensure they are embedded in our everyday work. This reflection has helped shape and develop our Innovate RAP.

Key learnings:

- The importance of having one key person responsible for the action required;
- Set time frames with definite dates; and
- Set specific, measurable goals rather than broad concepts.

This reflection has helped shape and develop our Innovate RAP.

**Our Champion for the BUSY At Work RAP is Anthony Chan - Executive General Manager - BUSY At Work.**

The BUSY At Work RAP Working Group Members are:

- Katrina Mackenzie, Project Development Manager
- Terri Caldwell, Indigenous Mentor/Coordinator
- Sindy Rennick, HR Manager
- Heidi Hohua, Executive Assistant to Managing Director, Group Services
- Betty Lappin, Industry Training Consultant
- Leanne Macnamara, Events and Public Relations Coordinator
- Jenny Gill, Corporate Solutions Manager - Workforce Planning

Our Aboriginal and Torres Strait Islander community representative is Terri Caldwell, Indigenous Mentor/Coordinator.





Cathy Couthard school-based trainee with Laura Ahern, Morris Corporation. Cathy participated in the Australian Government's Indigenous Advancement Strategy mentoring program delivered by BUSY At Work.





## RELATIONSHIPS

BUSY At Work acknowledges the diversity within Aboriginal and Torres Strait Islander organisations and communities. Our strategy is to develop inclusive and sustainable relationships with Aboriginal and Torres Strait Islander peoples, and foster learning and engagement in relationships built on respect and consultation. Through working together with a common purpose, we are determined to make a difference and empower Aboriginal and Torres Strait Islander peoples to achieve improved life outcomes for current and future generations.



## RESPECT

BUSY At Work believes that respecting the cultures, country, histories and rights of First Nations peoples is fundamental to our reconciliation journey. We will endeavour to continue to respectfully learn about Aboriginal and Torres Strait Islander cultures and to participate in festivals and celebrations.

We believe knowledge for all of our staff is the key towards bridging the gap, changing attitudes and behaviours that contribute towards reconciliation.



## OPPORTUNITY

As an equal opportunity employer BUSY At Work is committed to providing employment opportunities for Aboriginal and Torres Strait Islander peoples both internally and externally through our service delivery programs. At BUSY At Work, we respect and work hard to support our employees and create an inclusive culture within our organisation.



# RELATIONSHIPS

As part of the BUSY Group, BUSY At Work acknowledges the diversity within Aboriginal and Torres Strait Islander organisations and communities. Our strategy is to develop inclusive and sustainable relationships with Aboriginal and Torres Strait Islander peoples, and foster learning and engagement in relationships built on respect and consultation.

We are committed to building on the long-term relationships with the communities we engage with and develop new relationships along the way. These relationships are instrumental in achieving effective project outcomes in Indigenous communities and ensuring our continued success in increasing levels of Indigenous staff representation within BUSY.

The relationships we develop will also form the foundation for future partnerships and continue to build our organisational cultural competence. BUSY At Work continues to strive to deliver effective services with the aim of achieving social equity and positively changing lives of Aboriginal and Torres Strait Islander peoples.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	November 2021	Indigenous Mentor/ Coordinator
	Continue to meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. Report on those deliverables annually	July 2021 - July 2022	Indigenous Mentor/ Coordinator
	Develop genuine partnerships that address Aboriginal and Torres Strait Islander community needs.	November 2021	Indigenous Mentor/ Coordinator
	Develop MOUs with Aboriginal and Torres Strait Community Organisations to work together to provide ideas for the development of genuine and respectful service delivery partnerships and building capacity.	November 2021	Project Development Manager



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2021 - May 2022	Project Development Manager
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2021 27 May - 3 June 2022	Project Development Manager
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2021 27 May - 3 June 2022	Project Development Manager
	Organise at least one NRW event each year.	27 May - 3 June 2021 27 May - 3 June 2022	Project Development Manager
	Register all our NRW events on Reconciliation Australia's NRW website.	27 May - 3 June 2021 27 May - 3 June 2022	Project Development Manager
	Encourage staff to participate in external events to recognise and celebrate NRW.	27 May - 3 June 2021 27 May - 3 June 2022	Project Development Manager
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2021 - May 2022	Event Coordinator



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Promote reconciliation through our sphere of influence.	Implement strategies to engage our staff in reconciliation through internal emails, events and activities.	May - June 2021 May - June 2022	Project Development Manager
	RAP Working Group members to participate in an external NRW event.	May - June 2021 May - June 2022	Event Coordinator
	RAP Working Group members to participate in an external NRW event.	May 2021	Project Development Manager
	RAP Working Group members to participate in an external NRW event.	May - June 2021 May - June 2022	Project Development Manager
	Design and produce 3 Pull-Up Banners advertising BUSY's commitment to our RAP to be shared among offices.	May - June 2021	Event Coordinator
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	November 2020	HR Manager, Indigenous Mentor
	Develop, implement and communicate an anti-discrimination policy for our organisation.	April 2021	HR Manager, Indigenous Mentor
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	April 2021	HR Manager, Indigenous Mentor
	Educate senior leaders on the effects of racism.	April 2021	HR Manager, Indigenous Mentor





Multhana (a Brisbane Indigenous-employing company that provides property services) – BAW recently signed 6 Indigenous supervisor employees to undertake a Cert III in Cleaning Operations – they will use this training to on-train their staff.



# RESPECT

BUSY At Work believes that respecting the cultures, country, histories and rights of First Nations Peoples is fundamental to our reconciliation journey.

We celebrate the fact that we have achieved a better understanding of Aboriginal and Torres Strait Islander peoples, their cultures and histories. We are committed to respecting all individuals regardless of their colour, race, religion or socio-economic background. We will endeavour to continue to respectfully learn about Aboriginal and Torres Strait Islander cultures and to participate in their festivals and celebrations.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. 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 our organisation.	April 2021	HR Manager/Indigenous Mentor
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors and review the development and implementation of a cultural learning strategy.	May 2021	HR Manager/Indigenous Mentor
	Continue to implement a cultural awareness training strategy for our staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided and recognizing the Traditional Owners of the land in which their office is based.	May 2021	HR Manager
	Promote Reconciliation Australia's Share Our Pride online tool to all staff.	September 2021, 2022	HR Manager/Indigenous Mentor
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	October 2021, March 2022	HR Manager
	Create an art piece for BUSY At Work which portrays our Traditional Owners' totems and tells a story of BUSY's journey.	April 2021	Indigenous Mentor



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	April 2021	Project Development Manage/Indigenous Mentor
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	May 2021	Project Development Manage/Indigenous Mentor
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	May 2021, November & December 2021, 2022	Event Coordinator/ Indigenous Mentor
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	April 2021	Event Coordinator
	Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.	April 2021	Event Coordinator/ Indigenous Mentor
	Invite a Traditional Owner to provide a Welcome to Country to at least three significant events.	April 2021	Event Coordinator
	Organise and display an Acknowledgment of Country statement in our office/s or on our office building.	April 2021	Event Coordinator
	Purchase and distribute Aboriginal and Torres Strait Islander Flags for each BUSY At Work Office.	November 2021	Event Coordinator





Ethan Atkinson and Zaine Davis were the first Indigenous school-based trainees to be signed up at Dreamworld's Corroboree. Ethan and Zaine participated in the Indigenous mentoring program delivered by BUSY At Work through the Australian Government's Indigenous Advancement Strategy program.



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	RAP Working Group to participate in an external NAIDOC Week event.	1st week in July 2021 & 2022	Project Development Manager
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	April 2021	HR Manager
	Promote and encourage participation in external NAIDOC events to all staff.	1st week in July 2021 & 2022	HR Manager
	Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week.	1st week in July 2021 & 2022	Project Development Manager
	Promote and encourage opportunities for all staff to participate in NAIDOC Week activities by promoting all local events internally through social media.	1st week in July 2021 & 2022	Event Coordinator
	Invite Traditional Owners into our head office at Southport to explain the significance of Welcome to Country and Acknowledgement of Country.	May 2021, 1st week in July 2021 & 2022	Project Development Manager
8. Promote and recognise dates of significance through the use of BUSY At Work shared calendar and social media accounts.	Schedule daily posts on Yammer including some videos.	May 27 - 3 2021 & 2022  June 2021 & 2022	Event Coordinator
	Host Zoom meeting event during National Reconciliation Week and NAIDOC week.		
	Launch Post for National Reconciliation Week on all social media channels and encourage our staff to share		
	Provide staff with desktop backgrounds to promote National Reconciliation Week and NAIDOC Week		

## OPPORTUNITIES

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	April 2021	HR Manager
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	April - May 2021	
	Review our Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.		
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.		
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.		
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	May - June 2021	
	Establish internal Indigenous mentoring connections to empower and give a voice to our existing and new Aboriginal and Torres Strait staff.		



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review and update Aboriginal and Torres Strait Islander procurement policies and procedures	April 2021	Business Support Manager
	Maximise use of Supply Nation membership.		
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff		
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.		
	Develop additional commercial relationships with an Aboriginal and/or Torres Strait Islander owned business (Minimum 1 new business)	April 2021	Project Development Manager
	Investigate opportunities to partner with our local Aboriginal and Torres Strait Islander Chamber of Commerce.	May - June 2021	Project Development Manager
11. Work with local Aboriginal and Torres Strait Islander organisations and Communities to provide culturally appropriate training and support for First Nations peoples.	Identify and work with Registered Training Organisations and Group Training Organisations specifically providing training and support to Aboriginal and Torres Strait Islander peoples.	May - June 2021	Project Development Manager
	Identify and develop stronger relationships with local organisations and communities to discuss appropriate training requirements.	May 2021	Project Development Manager
	Develop and promote at least another 4 programs to support Aboriginal and Torres Strait Islander people to gain access to and maintain apprenticeships/ traineeships	June/July 2021	Project Development Manager
	Introduce internal Aboriginal and Torres Strait Islander traineeship program (4 x traineeships)	May - June 2021, September 2021	HR Manager





Shanice Gee - Hutchies Statim Yaga Program.

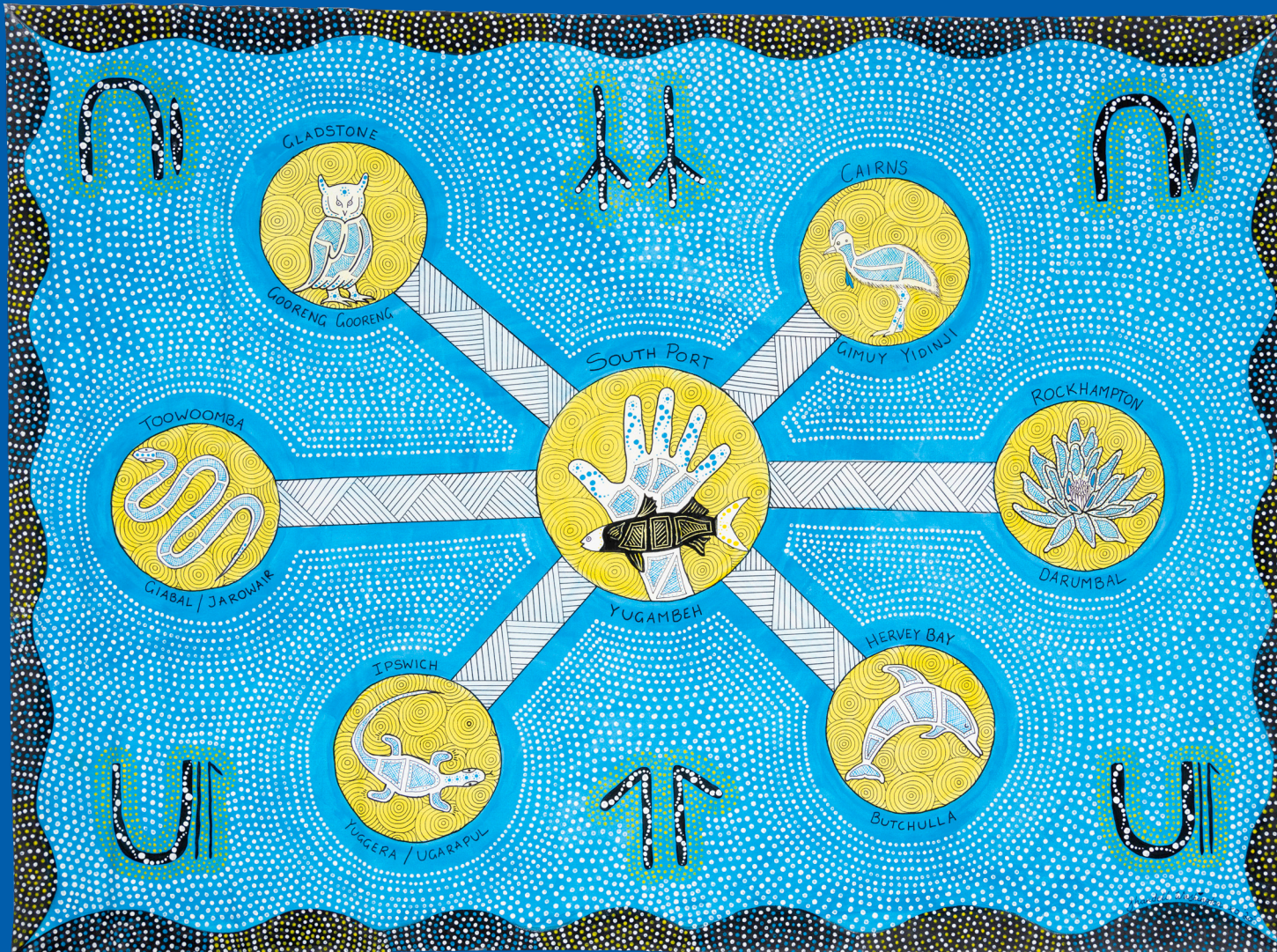


ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
12. Support Aboriginal and Torres Strait Islander leadership by recognising and supporting emerging leaders within BUSY's Indigenous programs.	Identify potential Aboriginal and Torres Strait Islander emerging leaders	May - June 2021	Project Development Manager
	Regular mentoring and support with BUSY Managers	May, August, December 2021 & 2022	Indigenous Mentor
	Identify opportunities to participate in accredited training/qualifications in leadership and management.	April -2021	Indigenous Mentor
13. Investigate opportunities to increase BUSY's pro bono activities with Aboriginal and Torres Strait Islander communities where we operate.	Identify capacity building opportunities including the development and maintenance of a community contact and resource database.	May, July, October 2021 & May, July, October 2022	Indigenous Mentor
	Arrange for Indigenous mentor to conduct school visits as a role model for students or explore opportunity for BUSY's Indigenous mentor to serve as a role model for students through school visitations		
	Attend local Indigenous community meetings and identify opportunities to work together and support community events.		

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
14. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	RWG oversees the development, endorsement and launch of the RAP.	May/June/July 2021 May/June/July 2022	Event Coordinator
	Maintain Aboriginal and Torres Strait Islander peoples representation on the RWG.	July 2021 - July 2022	Event Coordinator & HR Manager
	Meet at least four times per year to monitor to drive and report on RAP implementation.	March 2021, May 2021, August 2021, October 2021, February 2022, May 2022	Project Development Manager
	BUSY At Work will establish Terms of Reference for the RWG.	April 2021	Project Development Manager
15. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	May - June 2021	Project Development Manager
	Engage our senior leaders and other staff in the delivery of RAP commitments.	May - June 2021	HR Manager
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	May - June 2021	Project Development Manager
	Appoint and maintain an internal RAP Champion from senior management.	March 2021	Project Development Manager



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
16. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2021, 2022	Project Development Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	February 2022	
	Develop and implement systems and capability needs to track, measure and report on RAP activities.	May - June 2021	
	Track, report and measure RAP achievements, challenges and learnings through feedback from Aboriginal and Torres Strait Islander organisations and internal surveys	July 2021 & 2022	
	Publically report our RAP achievements, challenges and learnings with staff quarterly through our internal social media and yearly via our annual RAP progress report.	July 2021 & 2022	
17. Continue our reconciliation journey by developing our next RAP.	Review, refresh and update RAP based on learnings, challenges and achievements.	January 2022	Reconciliation Working Group
	Send draft RAP to Reconciliation Australia for formal feedback and endorsement.	March 2022	Project Development Manager
	Register via Reconciliation Australia's website to begin developing our next RAP	March 2022	Project Development Manager



## BUSY Meeting Place

This is about the journey that BUSY has taken to get where they are now.

The black symbols represent the aboriginal men and women who had lived, worked, and looked after the land before our offices came to be where they are. I have also painted a kangaroo and emu track to represent all the animals who walked the land before we began our journey.

The yellow circles are in a symbol that represents 'meeting place'. For BUSY, this whole journey has been one big meeting place for everyone to come and meet with all people across the organisation to help them gain employment or start their pathway to success. The biggest circle in the middle is a representation of Southport where the journey began for the BUSY staff with Martin Punch, our founding director's hand print in the middle. Below Martin's handprint is a sea mullet. The sea mullet represents the Yugambeh people. While researching for my painting I got onto uncle Ted Williams and asked if I might be able to use his totem as a symbol for the head office. Uncle Ted asked if I could paint the sea mullet, as the sea mullet represents all the Yugambeh people because when the sea mullet would come in close to shore the people would go fishing and catch a big heap of fish to then take back and share with all the mob.

The other offices are represented through totems of the traditional owners of the land that they are situated. This is to show our respect and acknowledgement of the traditional owner. Every dot on this painting represents every worker and the individuals they have helped over the years, representing the hard work that has contributed to becoming such a great organisation.

**Shandell Washington**

Artist