

Innovate Reconciliation Action Plan

July 2024 – July 2026





Message from Reconciliation Australia

Reconciliation Australia commends The BUSY Group on the formal endorsement of its Innovate Reconciliation Action Plan (RAP).

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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. The BUSY Group continues to be part of a strong network of more than 2,200 corporate, government and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that The BUSY Group will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to The BUSY Group using the lens of reconciliation to better understand its core business, sphere of influence and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for The BUSY Group to strengthen these relationships, gain crucial experience and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, The BUSY Group will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of The BUSY Group's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations The BUSY Group on your fourth Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
CHIEF EXECUTIVE OFFICER
Reconciliation Australia



Acknowledgement of Country

The BUSY Group acknowledges the Traditional Custodians of the country throughout Australia and their connection to land, sea and community. We pay our respects to them and their cultures, and to their Elders past and present.



▲ L-R James Mi Mi, Isabella Eurell, Shannon Trindall and Leanne Morgan

Pathways by Isabella Eurell

This artwork celebrates the diverse opportunities BUSY helps individuals find and explore. The central handprint of BUSY's founder, Martin Punch, symbolises the starting point of their journeys.

From this, pathways converge on a central circle, a campfire representing BUSY's supportive community. These pathways diverge once more, each symbolising the unique pathways individuals pursue.



A Message from Leadership

The BUSY Group is committed to reconciliation with First Nations peoples and our fourth Reconciliation Action Plan sets our agenda to translate our commitment into action.

Our Innovate Reconciliation Action Plan is grounded in our guiding principles of inspiring self-worth, collaboration, community impact, innovation and excellence. We are committed to creating opportunities for all through education, skills development and employment pathways.

The BUSY Group (BUSY) is dedicated to collaborating with First Nations peoples, recognising and celebrating their strengths, achievements and cultural wisdom, while collectively addressing the ongoing impacts of colonisation and systemic racism. By fostering an environment of learning and appreciation, we aim to support the resilience and empower the thriving of First Nations communities in the face of everyday obstacles. Through our initiatives, we aim to uplift and highlight the rich contributions and unique perspectives of First Nations peoples, working together towards a more inclusive and equitable future.

We will continue to expand our Indigenous supports through the range of services and initiatives provided by BUSY to specifically address the needs and aspirations of First Nations peoples. These include:

- **Traineeships and Apprenticeships:** BUSY offers opportunities for First Nations individuals to engage in traineeships and apprenticeships, providing them with valuable skills and qualifications to enhance their career prospects.
- **Employment Services:** BUSY provides specialised employment services that cater to the unique requirements of First Nations job seekers. These services aim to connect individuals with suitable employment opportunities and provide support throughout their employment journey.

- **Health Services:** BUSY recognises the importance of holistic well-being and offers specific health supports tailored to the needs of First Nations communities. These supports may include health education, culturally appropriate resources and access to Mental and Allied Health.
- **Disability Employment Services:** BUSY extends its assistance to First Nations peoples with disabilities, offering dedicated supports to enhance their employment prospects and promote inclusion within the workforce.
- **Education:** The BUSY School offers an education pathway for senior high school students who have disengaged from traditional education in a setting that is culturally inclusive for First Nations students.

Through these various supports, BUSY strives to meet the aspirations and priorities of First Nations peoples, fostering meaningful change and making a positive impact on Indigenous communities. The fourth Reconciliation Action Plan serves as a guiding framework to ensure the ongoing commitment and advancement of these supports, aligning with the vision of creating a more inclusive and equitable future for First Nations peoples.

Paul Miles
MANAGING DIRECTOR

Kerry Gibb
CHAIR OF THE BOARD

Our Vision for Reconciliation

In the future, BUSY imagines First Nations peoples will have social and economic equality.

BUSY'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 is driven by passion to make a difference by committing to the objectives as outlined in the Reconciliation Action Plan (RAP). The development of our Innovate Reconciliation Action Plan 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.

Our Business

The BUSY Group is a leading provider of employment, training and community support services.

Established in 1977, we have a strong history of empowering individuals and creating positive change. With a focus on practical solutions and partnerships, we have grown to become a significant force in the Australian employment landscape.

We are a growing organisation employing around 1000 staff in more than 150 locations across Australia, including 4.21% First Nations staff (as of November 2023).



Our Current Services

The BUSY Group empowers individuals and communities through a comprehensive range of programs and services.

BUSY At Work

Australian Apprenticeship Support Services

Delivery of The Australian Government's Australian Apprenticeship Support Services, a new initiative to boost apprentice completion rates.

In addition to Queensland, BUSY At Work expands its services to Victoria, New South Wales, Western Australia and Tasmania, offering improved pre-assessment and targeted mentoring to better equip apprentices and address skill shortages.

The specialist arm of the program focuses on supporting priority groups like First Nations people, women in male-dominated trades and clean energy sectors.

Youth and Community Services

BUSY At Work Youth and Community Services empowers young Australians by tackling barriers to education, employment and well-being.

We offer programs to support school retention and career planning, and address challenges like unstable housing, drug use and youth justice involvement.

Through early intervention and a focus on education, employment and strong families, BUSY empowers young people and strengthens communities across the country. Our innovative programs address local needs and are delivered in partnership with community groups and government departments.

Australian Defence Force – Transition Support Services

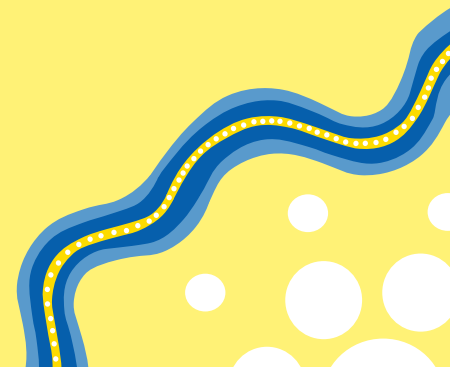
The BUSY Group works with the Australian Defence Force to help ex-defence personnel leverage their skills and experience for a smooth transition to rewarding civilian careers.

Workforce Australia 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 Workforce Australia, an Australian Government initiative of the Department of Education and Workplace Relations.

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 Queensland, in Brisbane, Gold Coast, Townsville, Darling Downs and Fitzroy.

As part of our Employment Services strategy, we work with Indigenous communities with the aim of getting First Nations people into the right jobs.



Workforce Australia 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 has 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. BUSY delivers this service in Queensland (Darling Downs, Townsville, Mt Isa and Wivenhoe) and the Southeast Melbourne and Peninsula regions of Victoria.

Workforce Australia Self-Employment Assistance

The Self-Employment Assistance program is for aspiring entrepreneurs and people with big or small business ideas. Under this Australian Government program, we work with participants to finesse their business idea to become a viable reality. We deliver this service in the Sunshine Coast and throughout North Queensland.

Jobs & Skills Centre WA – Broome

BUSY At Work is contracted by the Western Australian Government, in partnership with TAFE WA, to provide Jobs & Skills Centre support to people in the Broome region, Western Australia. The centre is a one-stop-shop for anyone looking to begin training, for workers who need to reskill, or for unemployed people who need help finding a job.

Victoria Early Childhood Scholarships and Incentives Program

To attract more people into the Early Childhood industry, the Victorian Government's Department of Education provides early learning aid and incentives, with up to \$25,000 available to undertake study to become a teacher. Up to \$34,000 in financial assistance for Aboriginal Pathway Scholarships is open to individuals.

The Australian Awards

Administers international scholarships for partner countries.

South Australian Early Childhood Scholarship Program

The QualifySA in Early Childhood Financial Support Program, is available to school leavers, career changers, existing students studying eligible early childhood qualifications and educators looking to upskill.

The program provides eligible students with financial assistance throughout study and into initial years of employment, including up to \$25,000 for those studying to become early childhood teachers, and up to \$34,000 available for Aboriginal candidates. Additionally, up to \$7,000 is available for Certificate III educators upskilling to become diploma-qualified educators, and up to \$9,000 is available for First Nations candidates.

Parliament and Civics Education Rebate

The Parliament and Civics Education Rebate (PACER) is an initiative of the Australian Government that provides some financial assistance for students in Years 4—12 across Australia to travel to Canberra, Australia's capital. Under PACER, pupils who learn about civics and citizenship in the classroom see their knowledge brought to life when they experience Australia's capital first-hand.

Queensland Education Experience Rebate

BUSY is contracted by the Queensland State Government to administer the subsidy rebate program for Queensland schools undertaking a Queensland Education Experience for their students. Schools can apply for subsidies of up to \$150 per student for excursions taken to the Great Barrier Reef or Outback Queensland.

BUSY Ability

Workforce Australia Specialist Employment Service

BUSY Ability is a proud provider of the Australian Government's Workforce Australia Specialist Program, an employment service for people with a lived experience of the justice system. We provide this service in the Queensland regions of: Brisbane Southeast, Wide Bay, Sunshine Coast, Somerset and the Gold Coast.

Disability Employment Services

BUSY Ability is a provider of the Australian Government funded Disability Employment Services (DES). We provide support for people with injury, illness or disability to receive assistance into employment. We provide this service in Far North Queensland, Southeast Queensland, Northern New South Wales, Wollongong, Canberra and Southeast Melbourne.

Queensland Corrections Pre-Release Employment Service

We deliver pre-employment workshops in Queensland correctional centres to prepare people for employment upon release. This program has been delivered to over 500 people inside correctional facilities.

BUSY Health

Mental Health Support

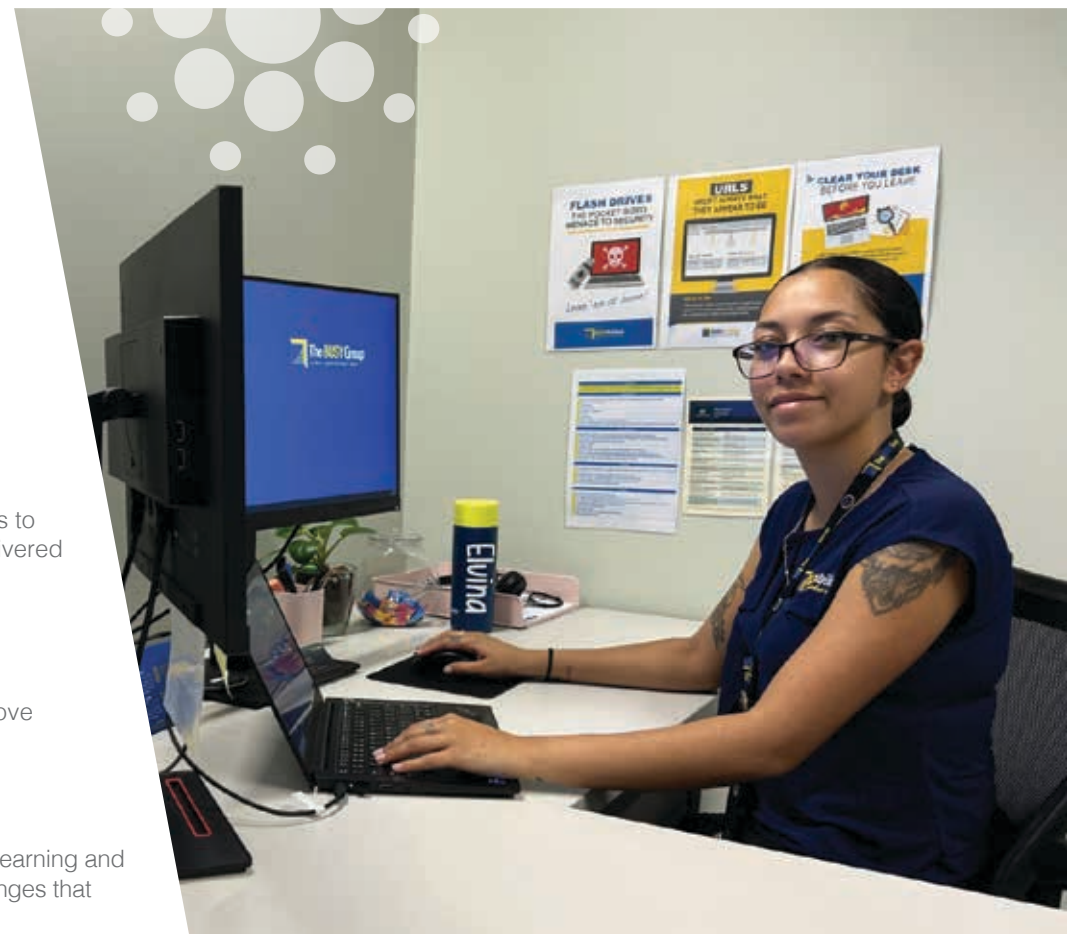
We provide quality mental and physical health support services to improve opportunities for people to achieve their lifestyle, training, education or employment goals, in Queensland and New South Wales.

Support for Schools

BUSY Health partners with schools to ensure students are thriving with their learning and fully contributing as part of the school community. We understand the challenges that students can face and how this can impact on their success at school.

Training and Consultancy

We provide Mental Health First Aid (MHFA) courses to teach participants how to identify and assist people who may be developing a mental health problem, or those who are experiencing an escalation of a mental health problem or a mental health crisis, until professional help arrives, or the crisis is resolved.



- ▲ Elvina began her journey with BUSY as a customer. She joined our team as a Trainee Receptionist where she attained her Certificate III in Business Administration and has now progressed to an Employment Consultant with BUSY Ability.



▲ The BUSY School Southport Girls+ Campus Official Opening event



The BUSY School

An alternative senior high school with multiple campuses across Queensland for Year 11 and 12 students who may have been struggling with traditional school. Fully funded, the school supports students to re-engage with education and complete school while getting a head-start into employment. Across nine campuses we currently have 12.8% of students that identify as First Nations people.

BUSY Skills

Skill360 Australia (RTO #1607)

A Registered Training Organisation (RTO) that delivers a range of accredited training programs for industries that include business, construction, hospitality, community services and more.

One Stop Training (RTO #31737)

A Registered Training Organisation (RTO) that offers a variety of short courses—including high-risk licences in Forklift, Order Picker, Boom Lift and Reach Stacker—as well as full qualifications for the warehousing and supply chain management, construction and manufacturing industries.

Smart Apprenticeship Solutions (Smart)

Smart is a leading Group Training Organisation (GTO) dedicated to supporting apprentices across Queensland. We offer a comprehensive solution for both apprentices and employers, streamlining the entire apprenticeship experience. This includes managing Workcover, superannuation and payroll, arranging Personal Protective Equipment (PPE), and coordination of training.

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), First Nations people, people with a disability, mature-age, women re-entering the workforce and people from culturally and linguistically diverse backgrounds.

▲ Students learn about ochre dot painting during the official opening of The BUSY School Southport Girls+ campus

Our Reconciliation Action Plan

BUSY developed a Reconciliation Action Plan (RAP) by acknowledging the historical and ongoing hardships that First Nations peoples have faced as a result of colonisation, displacement and systemic injustices.

In recognition of these challenges and as a commitment to fostering reconciliation, BUSY has implemented strategies to create opportunities to “close the gap” for First Nations people.

Our aim is to make a difference and create a level playing field. At BUSY, we believe that reconciliation is an important step towards closing the gap, with a focus on economic development through increasing education, employment and wellbeing opportunities with First Nations peoples, and creating a society that values and recognises First Nations cultures and heritage as a proud part of a shared national identity.

BUSY continues to lay the foundations for building stronger and more respectful relationships with First Nations peoples, communities and stakeholders through the development of our fourth RAP. We have reviewed the progress made with our previous RAPs, to ensure that our latest RAP is informed by our previous activities and links us all together to achieve more. We continue to shape our actions and measurable targets around building and maintaining positive, respectful relationships through effective engagement.

Since our first three RAPs, we have made significant progress towards embedding cultural awareness internally. All staff are invited to celebrate and participate in events of importance on the First Nations calendar. Cultural awareness information is provided to staff via newsletters and teams meetings. BUSY has invested in First Nations staff to attain “Train the Trainer” certifications in anticipation of designing an internal cultural competency framework.

In addition to educating staff on cultural matters, we have also engaged with several Elders groups, and First Nations community organisations to seek

guidance and clarity to abide with cultural protocols. In addition to increasing First Nations peoples representation within BUSY’s own staffing profile, we continue to expand our First Nations 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 sessions for staff and guests.

We constantly seek to develop innovative 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 the recognition and valuing of First Nations histories, cultures and rights.

We are excited to be playing our part in creating social change and improving the social and economic wellbeing of First Nations peoples.

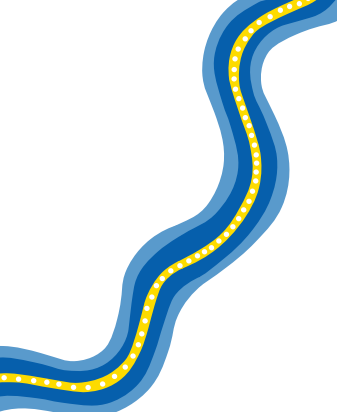
While BUSY At Work developed our first RAP in 2014, this is the first comprehensive RAP encompassing all The BUSY Group entities. We are now pleased to present our fourth RAP as a statement of our continued, and combined commitment to reconciliation with First Nations peoples.

The RAP Working Group has expanded considerably to encompass all areas of our organisation. The group meets on a regular basis to continue to build their knowledge of First Nations cultures and affairs, and consider ways BUSY can make a difference. They have worked hard to strengthen this knowledge internally and continue to build on our commitments.



Since our initial RAP in 2014, we have:

- > Annually celebrated National Reconciliation Week in-house and in - community. A Welcome to Country is performed by traditional owners of the sites where celebrations take place, and a smoking ceremony performed when possible. Champions have been established throughout our entities to ensure promotion of National Reconciliation Week is visible throughout our sites.
- > Celebrated NAIDOC Week by facilitating in-house functions where traditional owners and prominent First Nations community members are invited to educate our staff of the importance of this week. BUSY has, and will continue to have, a presence at community events celebrating NAIDOC Week, by holding stalls and participating in at external gatherings.
- > Developed productive and mutually beneficial relationships with First Nations communities, organisations and stakeholders. Activities include: engaging with local First Nations community organisations and health services to deliver our BUSY Jarjum Childcare Project in Toowoomba; representation at Murri Court and Yarning Circles, networking with Supply Nation registered and certified businesses; and consulting with Elders groups to ensure cultural protocols are followed.
- > Provided cultural awareness training for BUSY staff, an online Cultural Awareness course through onboarding, and in-person training through First Nations training organisations. We have sought and received advice from First Nations staff when required.
- > Engaged Aboriginal dancers to perform at our annual staff events, openings, conferences and graduations.
- > Implemented Welcome to Country and Acknowledgement of Country at all key events.
- > Developed an Indigenous Employment Strategy Policy.
- > Developed a strategy for promoting employment, traineeships and apprenticeships to First Nations peoples, both within and external to BUSY, through additional mentoring projects such as the Culinary Murri and Yakka Yarn Projects.
- > Delivered a First Nations Business Administration Trainee program in our own offices.
- > Increased our annual spend with First Nations businesses.
- > Encouraged all staff to use Acknowledgement of Country and Welcome to Country at all internal and external meetings. This has been managed and endorsed by Senior Management and has been included in team meeting agendas. A template has been provided, although staff are encouraged to customise the wording to personalise the delivery in accordance with the country they are on.
- > Included a discussion of significant Indigenous dates during monthly information sessions via Microsoft Teams. Links are also provided for staff about these dates for further education.
- > Appointed a First Nations Mentor with BUSY Ability to establish and maintain culturally safe, productive relationships with Elders, customers, staff and community stakeholders.



Reflecting on previous RAPs, BUSY has learned valuable lessons that have influenced its approach to the new Innovate RAP. These lessons highlight the significance of community consultation, the need for accountability, and the importance of engaging First Nations businesses in the economy. Here are further details and examples illustrating these lessons:

1. Importance of Community Consultation: BUSY recognises that genuine engagement and consultation with First Nations communities is crucial for developing effective and sustainable solutions. This means actively involving community members, leaders and organisations in decision-making processes to ensure that initiatives and actions truly meet the needs and aspirations of the communities they serve. BUSY has learned that by listening to, and incorporating diverse perspectives, it can better address the specific challenges faced by First Nations peoples.

Example: In previous RAPs, BUSY initiated community consultations to gather input and feedback on our programs and services. This involved engaging with local First Nations Elders, communities and organisations to understand their priorities, aspirations, and preferences. These consultations assisted with shaping the development and implementation of initiatives that directly respond to community needs.

2. Need for Strong Accountability: Accountability is essential to ensure that RAP commitments and actions are not merely symbolic gestures but are embedded in the everyday work of BUSY. Accountability mechanisms promote transparency, monitoring and evaluation to track progress, identify areas for improvement, and ensure that the organisation remains committed to achieving our reconciliation targets.

Example: BUSY has recognised the importance of establishing measurable targets and key performance indicators (KPIs) within our RAPs. These indicators allow for tracking and reporting on the outcomes and impacts of our reconciliation initiatives. By regularly reviewing and reporting on progress, BUSY holds itself accountable and demonstrates a commitment to transparency and continuous improvement.

3. Importance of Engaging First Nations Businesses: BUSY understands the significance of economic empowerment and recognises the valuable contributions of First Nations businesses to the broader economy. Engaging and supporting First Nations businesses not only fosters economic self-determination but also promotes cultural pride, entrepreneurship and sustainable community development.

Example: In our new Innovate RAP, BUSY has prioritised collaboration and partnerships with First Nations businesses. This includes actively seeking opportunities to engage First Nations suppliers, contractors and service providers in our procurement processes, and utilising businesses registered and certified by Supply Nation and those listed by Black Business Finder. By promoting the economic participation and growth of First Nations businesses, BUSY contributes to a more inclusive economy and supports the self-determination of First Nations peoples.

By incorporating these lessons into our approach, BUSY's new Innovate RAP reflects a commitment to community consultation, accountability and economic engagement with First Nations peoples. It demonstrates a continued dedication to reconciliation, ensuring that actions and initiatives have a meaningful and lasting impact on the communities they serve.





In Paul's words,

“ BUSY Ability has given me a new and improved confidence, I have been able to complete a number of courses that have helped me get ready to get back to work. I have learnt a lot and made some great friends throughout the time I've been linked with BUSY. They have helped me in so many ways. ”

▲ Paul attended BUSY Ability's First Nations Pre-Employment Program which led to a pathway to attain employment within the rail industry

Governance Structure of Our New RAP

In developing our new whole of business RAP, we have formed a working group that goes across all entities of The BUSY Group.

Our RAP Working Group ensured we obtained input from all staff, with discussions on reconciliation and perspectives, inclusive of First Nations staff and stakeholders across all BUSY entities and locations (including Queensland, New South Wales, Australian Capital Territory, Victoria and Western Australia).

We have recently created a new position and employed a First Nations Development Coordinator who will be an integral part of our RAP Working Group moving forward. This role will play a lead in the project management of our RAP and related activities.



Our RAP Champion

Our RAP is championed by Executive General Manager Corporate Services, Leanne Morgan. Representative of our Executive team and Board members.

RAP Working Group

Our Co-Chairs for the RAP Working Group are:

- | | | | |
|----------------------------|---|--------------|---------------------------|
| > Shannon Trindall | First Nations Mentor | BUSY Ability | <i>Gomeroi descendant</i> |
| > Madeleine Harding | Manager — Early Childhood Scholarships – VIC/SA | BUSY At Work | |

Our RAP Working Group members are:

- | | | | |
|-----------------------------|--|----------------|--|
| > Crystal Jousovec | Service Delivery Officer (AASN) | BUSY At Work | <i>Worimi descendant</i> |
| > Elvina O’Keeffe | Employment Consultant (Ex-Offender program) | BUSY Ability | <i>Guda Maluilgal descendant</i> |
| > Heidi Hohua | Executive Assistant to Managing Director | The BUSY Group | <i>RAP Committee Secretary</i> |
| > James Mi Mi | First Nations Development Coordinator | The BUSY Group | <i>Wakka Wakka descendant</i> |
| > Jenny Gill | Group Partnerships Manager | The BUSY Group | |
| > Leanne Macnamara | Senior Events & Sponsorship Coordinator | The BUSY Group | |
| > Leanne Morgan | Executive General Manager Corporate Services | The BUSY Group | |
| > Nicola-Lily McAvoy | Mentor (Workforce Australia) | BUSY At Work | <i>Wakka Wakka and Kalkadoon descendant</i> |
| > Rhylee Herd | Trainer | Skill360 | <i>Djabugay descendant</i> |
| > Tracey Cray | Group People & Culture Manager | The BUSY Group | |
| > Trent Clemments | Trainer | Skill360 | <i>Kalkadoon, Djirrbal, Birriah descendant</i> |

Relationships

BUSY acknowledges the diversity within First Nations organisations and communities.

Our strategy is to develop inclusive and sustainable relationships with First Nations 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 First Nations peoples to achieve improved life outcomes for current and future generations.

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 First Nations communities and ensuring our continued success in increasing levels of First Nations staff within BUSY.

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



“ Asking someone for help, it can get you where you want to be. This is my first job and I’m really enjoying it. Working really opened my eyes to getting out a bit more and doing things on my own. Like they say, ‘Because of her I can!’ Don’t be frightened to take the next step and get out of your comfort zone – and shine! ”

Arness

▲ L-R Arness Martin (Apprentice Spraypainter), Meyalah Blackman (Mentor at BUSY At Work) and Sam Martin-Savage (Youth Engagement Officer, On Common Country)

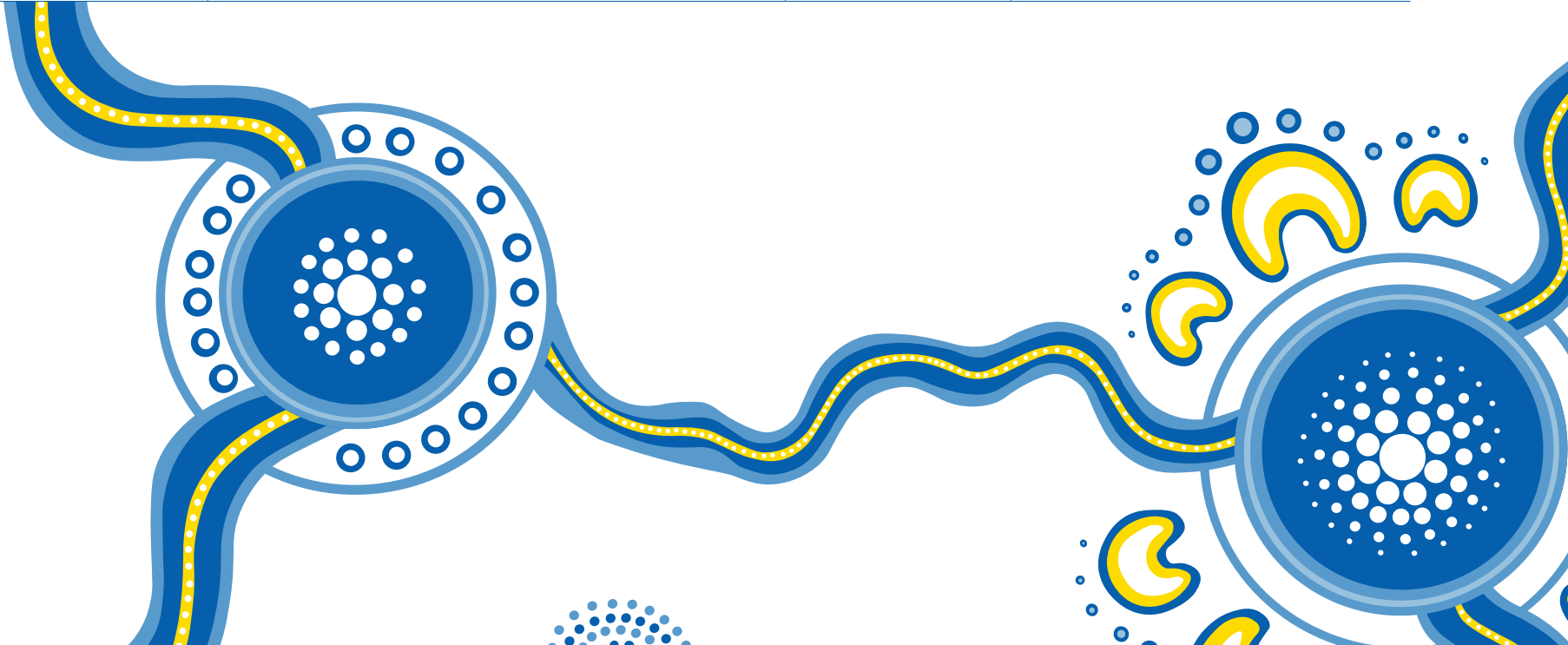
Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.	Continue to meet with local First Nations stakeholders and organisations to develop guiding principles for future engagement. All BUSY entities to report on deliverables.	August 2025	<ul style="list-style-type: none">> First Nations Development Coordinator> RAP Committee Secretary
	To foster authentic and productive relationships with First Nations stakeholders and organisations. Through meaningful engagement, we aspire to contribute to reconciliation and create positive impacts within Indigenous communities and the broader society.	August 2024	<ul style="list-style-type: none">> First Nations Development Coordinator> RAP Committee Secretary
	To create meaningful and sustainable partnerships between our organisation and First Nations communities to address their unique needs and priorities. By fostering genuine collaboration, we aim to work together towards positive outcomes that support the community's well-being, cultural preservation and socio-economic advancement.	August 2024	<ul style="list-style-type: none">> First Nations Development Coordinator> RAP Committee Secretary
	Develop MOUs with First Nations community organisations to work together to provide ideas for the development of genuine and respectful service delivery, partnerships and building capacity.	August 2024	<ul style="list-style-type: none">> First Nations Development Coordinator> RAP Committee Secretary

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Action	Deliverable	Timeline	Responsibility
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025 May 2026	> Co-Chairs
	RAP Working Group members to participate in an external NRW event.	May – June 2025 May – June 2026	> Senior Events and Sponsorship Coordinator
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May – June 2025 May – June 2026	> First Nations Development Coordinator > People and Culture Manager
	Organise at least one NRW event each year.	May – June 2025 May – June 2026	> Senior Events and Sponsorship Coordinator
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2025 May 2026	> Senior Events and Sponsorship Coordinator
	Launch posts for NRW on all social media channels and encourage staff to share.	May – June 2025 May – June 2026	> Senior Events and Sponsorship Coordinator
	Schedule posts on Yammer (internal social website).	May – June 2025 May – June 2026	> Senior Events and Sponsorship Coordinator

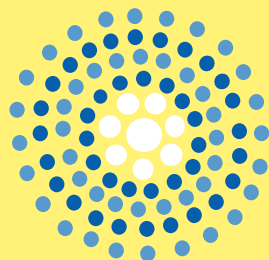
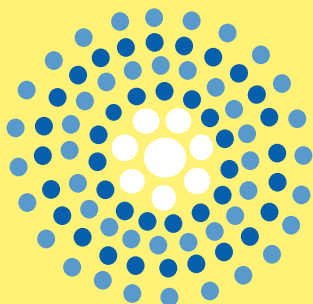
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Action	Deliverable	Timeline	Responsibility
Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce. Appoint champions throughout BUSY’s entities to promote NRW broadly.	July 2024	> People and Culture Manager
	Communicate our commitment to reconciliation publicly.	May – June 2025 May – June 2026	> Managing Director
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	August 2024	> Group Partnerships Manager
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	November 2024	> First Nations Development Coordinator > RAP Committee Secretary



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Action	Deliverable	Timeline	Responsibility
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.	August 2024	<ul style="list-style-type: none"> > First Nations Development Coordinator > RAP Committee Secretary
	Review and communicate the anti-discrimination policy for our organisation.	August 2024	<ul style="list-style-type: none"> > People and Culture Manager
	Engage with First Nations staff and/or First Nations advisors to consult on our anti-discrimination policy.	August 2024	<ul style="list-style-type: none"> > People and Culture Manager
	Educate senior leaders on the effects of racism.	August 2024	<ul style="list-style-type: none"> > People and Culture Manager





Respect

BUSY 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 First Nations 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 First Nations cultures and to participate in First Nations festivals, celebrations and cultural competency training. We believe knowledge for all of our staff is the key towards bridging the gap, changing attitudes and developing behaviours that contribute towards reconciliation.



▲ L-R Coby, Supervisor at Gray Tiling with Jarlan (Apprentice Tiler)

“I’m enjoying the work; the people here are a good bunch of fellas and I get along really well with them. Having worked as a labourer since I was 16, I got sick of it. I really want to become my own boss, work for myself and one day have my own crew.”

Action	Deliverable	Timeline	Responsibility
Increase understanding, value, and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	August 2024	<ul style="list-style-type: none"> > First Nations Development Coordinator > People and Culture Manager
	Consult with local Traditional Owners and/or First Nations advisors to inform them of our cultural learning strategy and implement any relevant strategies provided.	August 2024	<ul style="list-style-type: none"> > First Nations Development Coordinator > Co-Chairs
	Establish a process for regularly reviewing and evaluating the cultural learning strategy. This will involve assessing the impact of the training programs, soliciting feedback from employees and identifying areas for improvement or additional support. The evaluation process will be aimed at ensuring that the cultural learning strategy remains fit for purpose and aligns with evolving needs and best practices.	August 2024 June 2025 June 2026	<ul style="list-style-type: none"> > First Nations Development Coordinator > People and Culture Manager
	Deliver cultural awareness/competency workshops for BUSY Executives and key leadership staff.	August 2024 November 2024 June 2025	<ul style="list-style-type: none"> > First Nations Development Coordinator > People and Culture Manager
	Ensure that every office displays a piece of Indigenous artwork, acknowledging the artists, details and background, along with an understanding of the meaning behind it.	November 2024	<ul style="list-style-type: none"> > Senior Events and Sponsorship Coordinator
	Ensure the Australian, Aboriginal and Torres Strait Islander flags are displayed in each of BUSY's full-time offices and desk top flags at satellite sites. Any other resources to promote reconciliation to be forwarded to The BUSY Group RAP committee for review and distributed to champions.	November 2024	<ul style="list-style-type: none"> > Senior Events and Sponsorship Coordinator > Co-Chairs

2

Action	Deliverable	Timeline	Responsibility
Demonstrate respect to First Nations 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. Resources will be shared for guidance and consultation from First Nations staff will be available.	August 2024	<ul style="list-style-type: none"> > First Nations Development Coordinator > People and Culture Manager
	Develop and implement a cultural protocol document to step towards fostering respectful relationships with First Nations communities, demonstrating our commitment to reconciliation. It requires ongoing dedication, education and collaboration to ensure its effectiveness and meaningful impact.	August 2024	<ul style="list-style-type: none"> > First Nations Development Coordinator > People and Culture Manager
	It shall be mandatory that a Traditional Owner, preferably an Elder, delivers the Welcome to Country at any special events which BUSY hosts in recognition of events in accordance with the First Nations Calendar.	November 2024	<ul style="list-style-type: none"> > Senior Events and Sponsorship Coordinator
	An Acknowledgement of Country shall be delivered prior to any significant meetings between BUSY and other stakeholders when a Welcome to Country cannot be performed.	July 2024	<ul style="list-style-type: none"> > Managing Director > RAP Working Group
	Continue to increase the number of meetings commenced with Acknowledgement to Country through staff education and promotion.	August 2024	<ul style="list-style-type: none"> > People and Culture Manager > RAP Working Group

3

Action	Deliverable	Timeline	Responsibility
Build respect for First Nations cultures and histories by celebrating NAIDOC Week.	Continue to have a presence at NAIDOC gatherings by holding stalls and promoting BUSY's commitment to reconciliation from the resources we have available.	July 2024 July 2025	<ul style="list-style-type: none"> > First Nations Development Coordinator > Senior Events and Sponsorship Coordinator
	Review HR policies and procedures to remove barriers for staff to participate in NAIDOC Week celebrations in their local communities either as BUSY staff members or community civilians.	August 2024	<ul style="list-style-type: none"> > People and Culture Manager
	Promote and encourage participation in external NAIDOC events to all staff by providing a calendar of local and regional gatherings.	July 2024 July 2025	<ul style="list-style-type: none"> > Senior Events and Sponsorship Coordinator > Managing Director
	Host team meeting events during NAIDOC week for all BUSY staff to educate them on the significance and history of this event and how it affects interactions with First Nations people and BUSY's frontline staff.	July 2024 July 2025	<ul style="list-style-type: none"> > Senior Events and Sponsorship Coordinator
	Provide staff with desktop backgrounds to promote NAIDOC Week and allocate champions throughout sites to promote visual exposure of local events.	July 2024 July 2025	<ul style="list-style-type: none"> > Senior Events and Sponsorship Coordinator
	Schedule posts on BUSY intranet for NAIDOC Week to educate all BUSY staff on the significance and history of this event, along with updates from staff who have participated or attended events..	July 2024 July 2025	<ul style="list-style-type: none"> > Senior Events and Sponsorship Coordinator



Opportunities

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

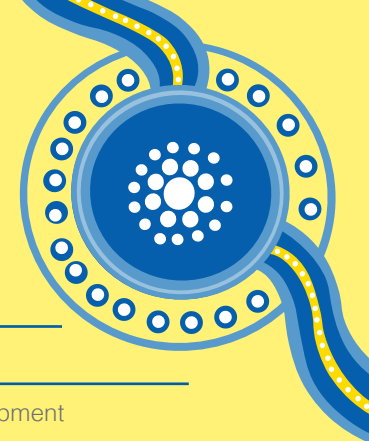


“BUSY At Work helped me make sure I knew what my rights were during my traineeship. They also checked in throughout the course to see how I was doing and if I ever needed help, I could contact them no matter the situation.”

▲ Tina Newman, a 34-year old, proud First Nation's mother of four, has been shortlisted as one of the top three finalists for North Queensland Trainee of the Year in the Queensland Training Awards

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing First Nations recruitment, retention, and professional development.	Build understanding of current First Nations staffing to inform future employment and professional development opportunities. Our Executive team are committed to work towards an employment target of 3% First Nations staff across BUSY.	July 2024	<ul style="list-style-type: none"> > People and Culture Manager > First Nations Development Coordinator > General Manager Group Services
	Engage with First Nations staff to consult on our recruitment, retention and professional development strategy.	August - September 2024	<ul style="list-style-type: none"> > People and Culture Manager > First Nations Development Coordinator > General Manager Group Services
	Develop and implement a First Nations Recruitment, Retention and Professional Development Strategy across all BUSY entities, including opportunities for career pathways for First Nations staff.	July 2024	<ul style="list-style-type: none"> > People and Culture Manager > First Nations Development Coordinator > General Manager Group Services
	Advertise job vacancies to effectively reach First Nations stakeholders inclusive of Koori Mail, First Nations Employment Agencies, print advertisements at First Nations Services, First Nations Grapevine and digital networks.	November 2024	<ul style="list-style-type: none"> > People and Culture Manager
	Review HR and recruitment procedures and policies to remove barriers for First Nations participation in our workplace with a holistic, culturally appropriate approach.	August - September 2024	<ul style="list-style-type: none"> > People and Culture Manager > First Nations Development Coordinator

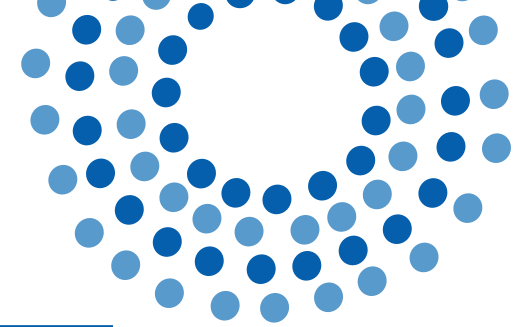
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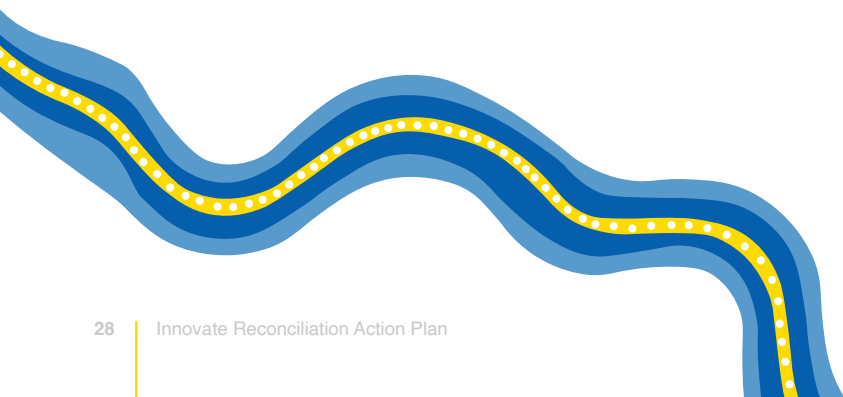
Action	Deliverable	Timeline	Responsibility
Increase First Nations supplier diversity to support improved economic and social outcomes.	Develop and implement a First Nations procurement strategy including the removal of any barriers to procuring goods and services from First Nations businesses.	August 2024	<ul style="list-style-type: none"> > First Nations Development Coordinator > Business Support Manager
	Develop and communicate new opportunities for procurement of goods and services from First Nations businesses to staff.	August 2024	<ul style="list-style-type: none"> > First Nations Development Coordinator > Co-Chairs
	Ensure procurement from First Nations businesses remains above 3% of all BUSY procurement requirements.	August 2024 June 2025	<ul style="list-style-type: none"> > First Nations Development Coordinator > Business Support Manager > Co-Chairs



3



Action	Deliverable	Timeline	Responsibility
<p>Deepen our impact and contribution to the growth and prosperity of First Nations communities. Through our dedication to meaningful engagement, empowerment and measurable progress, we will drive positive change and ensure our actions align with the aspirations and priorities of First Nations peoples.</p>	As part of our commitment to supporting the professional growth and empowerment of First Nations peoples, we will establish collaborative partnerships with Registered Training Organisations (RTOs) and Group Training Organisations (GTOs) that specialise in providing training and support to First Nations individuals and communities.	September 2024	<ul style="list-style-type: none"> > First Nations Development Coordinator > Group Partnerships Manager
	Consult with First Nations organisations and communities in ongoing discussions. This engagement will involve open and respectful communication, collaborative decision-making and a commitment to understanding the specific training needs within each targeted community.	September 2024	<ul style="list-style-type: none"> > First Nations Development Coordinator > Co-Chairs
	Develop and promote at least another four programs to support First Nations people to gain access to and maintain apprenticeships/ traineeships, to align with the demands of the local labour market.	November 2024	<ul style="list-style-type: none"> > First Nations Development Coordinator > Group Partnerships Manager
	Commitment to a First Nations traineeship program (minimum of four traineeships) at any one time across BUSY entities.	September 2024	<ul style="list-style-type: none"> > First Nations Development Coordinator > People and Culture Manager



4

Action	Deliverable	Timeline	Responsibility
Provide robust and sustainable support to emerging First Nations leaders within our programs. Through formal leadership development, cultural mentorship, and tangible investments in education and community projects, we seek to empower these leaders to drive positive change and create a lasting impact within their communities and the broader society.	Identify potential First Nations emerging leaders and have support structures in place to develop leadership roles for those identified. Development and career pathways will be outlined in conjunction with the development of the First Nations Recruitment, Retention and Professional Development Strategy.	September 2024	<ul style="list-style-type: none"> > First Nations Development Coordinator > People and Culture Manager
	Provide access to regular mentoring and support with First Nations Development Coordinator and development of a First Nations employee support group.	September 2024	<ul style="list-style-type: none"> > First Nations Development Coordinator > People and Culture Manager
	Identify opportunities for BUSY First Nations leaders to participate in culturally safe accredited training/ qualifications in leadership and management.	September 2024	<ul style="list-style-type: none"> > First Nations Development Coordinator > People and Culture Manager

5

Action	Deliverable	Timeline	Responsibility
Elevate the impact of our pro-bono activities, ensuring that they are culturally appropriate, community-driven and contribute significantly to the well-being and advancement of First Nations communities where we operate. Through these proactive efforts, we seek to foster positive change, sustainable empowerment, and lasting partnerships that support the aspirations and growth of Indigenous communities.	Centralise capacity-building opportunities of a community contact and resource database, located on The BUSY Hive.	August 2024	<ul style="list-style-type: none"> > First Nations Development Coordinator > RAP Committee Secretary
	Attend local Indigenous community stakeholders' meetings and identify opportunities to work together and support community events through sponsorship and education about employment and training pathways.	August, November 2024, February, May, August, November 2025 – February 2026	<ul style="list-style-type: none"> > First Nations Development Coordinator > Senior Events and Sponsorship Coordinator

Governance

1

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Increase and monitor First Nations representation on the RWG.	November 2024	> Co-Chairs
	Review and update Terms of Reference for the RWG.	November 2024	> Co-Chairs
	RWG to meet monthly to drive and monitor RAP implementation and creation of a live RAP document for BUSY entities to submit deliverables as achieved.	August 2024	> Co-Chairs > RAP Committee Secretary

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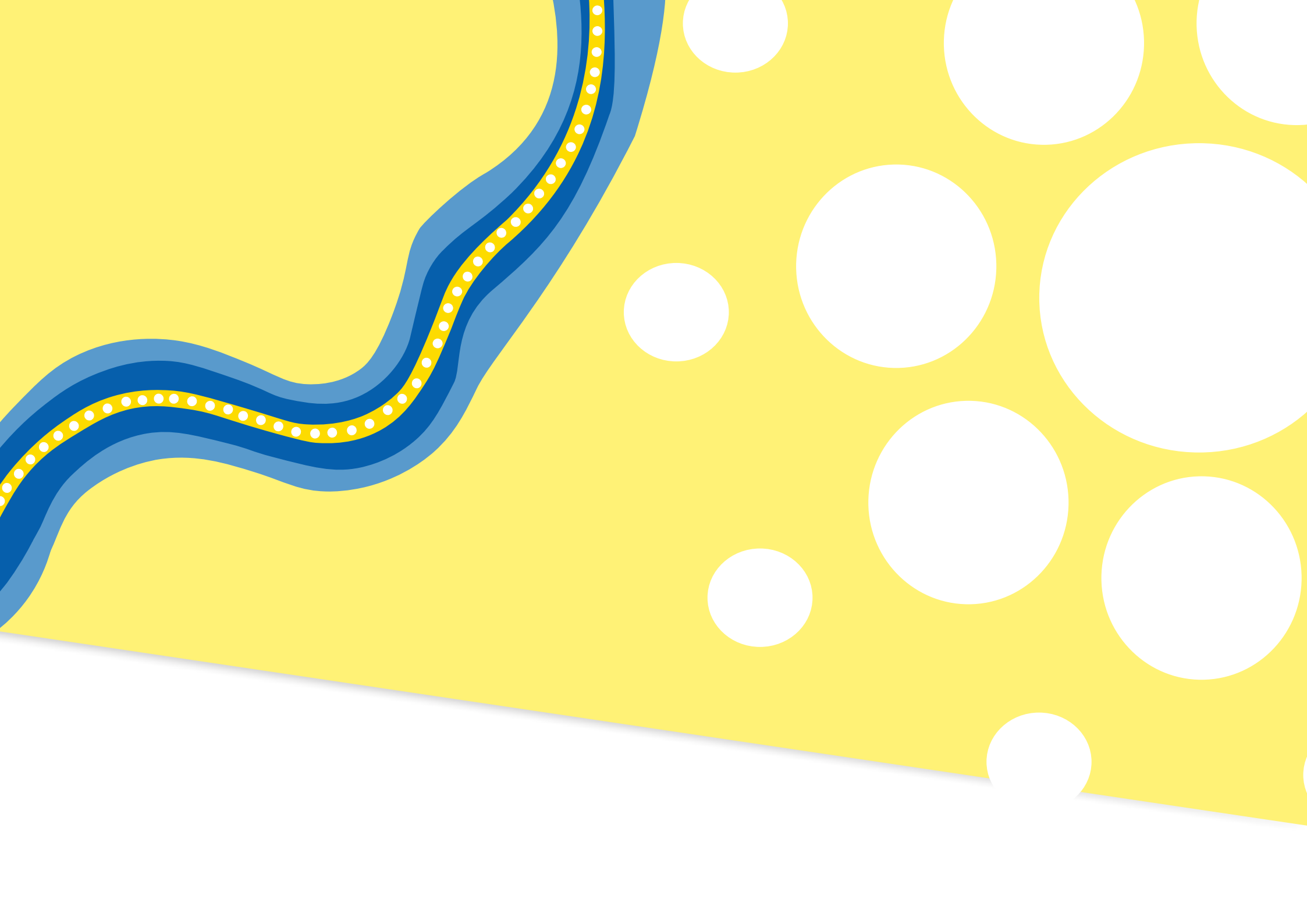
Action	Deliverable	Timeline	Responsibility
Provide appropriate support for effective implementation of RAP commitments.	Provide support and directions to all BUSY entities along with distributing resources where required to achieve measurable objectives.	September 2024	> First Nations Development Coordinator > RAP Working Committee
	Engage our Executive team, senior leaders and other staff in the delivery of RAP commitments.	August 2024	> General Manager Group Services
	Define and maintain appropriate systems to track, measure and report on RAP commitments, following implementation of live RAP document located on The Hive.	August 2024	> Co-Chairs > First Nations Development Coordinator
	Maintain an internal RAP Champion from senior management.	August 2024	> General Manager Group Services

3

Action	Deliverable	Timeline	Responsibility
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	September 2024 July 2025	> RAP Committee Secretary
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August 2024 August 2025	> RAP Committee Secretary
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2024 September 2025	> RAP Committee Secretary
	Report RAP progress to The Group Board, senior leaders and all staff quarterly.	September, November 2024, Jan, April, July, November 2025	> RAP Committee Secretary > Co-Chairs
	Internally report our RAP achievements, challenges and learnings, with all staff via team meetings and through the BUSY intranet and internal social media. Additionally, we will provide a yearly RAP progress report to all BUSY staff.	September 2024 July 2025	> Senior Events and Sponsorship Coordinator > RAP Committee Secretary
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	September 2024	> RAP Committee Secretary
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2026	> RAP Committee Secretary > Co-Chairs

4

Action	Deliverable	Timeline	Responsibility
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP commitments.	March 2026	> RAP Committee Secretary
	Review, refresh and update RAP based on learnings, challenges, achievements and acknowledge recommendations with the highest regard.	June 2025 May 2026	> First Nations Development Coordinator > RAP Committee
	Send draft RAP to Reconciliation Australia for formal feedback and endorsement.	April 2026	> RAP Committee Secretary



Innovate Reconciliation Action Plan

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