



Reconciliation Action Plan Impact Measurement Report 2012



**Reconciliation
AUSTRALIA**
RECONCILIATION ACTION PLANS

Reconciliation Action Plans

Relationships
Respect
Opportunities

Contents

Introduction	page 6
Building momentum	page 7
The Reconciliation Action Plan program	page 8
Record growth in 2012	page 8
Strengthening the RAP program	page 8
Measuring change in attitudes and behaviours	page 9
Relationships	page 10
Action and impact	page 12
Attitudes and behaviours in RAP organisations	page 12
Lessons	page 13
Next steps	page 13
RAP success story: Arnold Bloch Leibler	page 14
Respect	page 16
Action and impact	page 18
Attitudes and behaviours in RAP organisations	page 18
Lessons	page 19
Next steps	page 19
RAP success story: The Department of Education, Employment and Workplace Relations	page 20
Opportunities	page 22
Action and impact	page 24
Attitudes and behaviours in RAP organisations	page 24
Lessons	page 25
Next steps	page 25
RAP success story: Sodexo Australia	page 26
RAP success story: Telstra	page 28
Next steps	page 30
Appendix A: New RAP organisations 2012	page 31
Appendix B: Report methodologies	page 32
Appendix C: Reconciliation Action Plan program logic	page 33

An approach that works...

Compared to the general community people in RAP organisations...

More
contact

...have more frequent contact with Aboriginal and Torres Strait Islander peoples.
66 per cent of RAP employees versus 41 per cent of people in the general population have frequent contact.

Positive
attitudes

...are more likely to agree that Aboriginal and Torres Strait Islander peoples hold a special place as the First Australians.
45 per cent of RAP employees versus 21 per cent of the general population agree.

Greater
pride

...are more likely to be proud of Aboriginal and Torres Strait Islander cultures.
77 per cent of RAP employees versus 51 per cent of the general population are proud.

High
trust

...are more likely to trust Aboriginal and Torres Strait Islander peoples.
71 per cent of RAP employees believe that trust is high in their organisation compared to 13 per cent of people who think it's high in the general community.

Less
prejudice

...are less prejudiced.
9 per cent of RAP employees believe that prejudice between Aboriginal and Torres Strait Islander people and other Australians is high in their organisation compared to 70 per cent of people who think it's high in the general community.

More
action

...take more action to support reconciliation.
86 per cent of RAP employees have taken action compared to 50 per cent of people in the general community.

...and that's making a difference

358 organisations leading CHANGE by

creating OPPORTUNITIES

18,972 Aboriginal and Torres Strait Islander people employed

\$58.2 million worth of goods and services purchased from Supply Nation* accredited suppliers

\$14.7 million provided to support education scholarships for Aboriginal and Torres Strait Islander students

building RELATIONSHIPS

\$15 million worth of pro-bono services provided to Aboriginal and Torres Strait Islander organisations

354 partnerships with Aboriginal and Torres Strait Islander organisations

95 per cent of employees in RAP organisations believe relationships between Aboriginal and Torres Strait Islander employees and other staff in their organisation are good

growing RESPECT

More than **1.7 million** Australians work or study in an organisation with a RAP

213,446 people undertaking cultural awareness training

92 per cent of surveyed employees in RAP organisations believe the relationship is important to Australia as a nation

Introduction

This report presents the cumulative impact of Reconciliation Australia's Reconciliation Action Plan (RAP) program for 2012. The Reconciliation Action Plan Impact Measurement Report 2011, launched in February 2012, was the first comprehensive analysis of the RAP program since it began in 2006. This report is the next step in documenting the ongoing improvements and effectiveness of the RAP program. More importantly, it is the next step in recording the collective impact of a growing national movement to create respectful relationships and opportunities for Aboriginal and Torres Strait Islander peoples in the name of reconciliation.

Through a common framework of relationships, respect and opportunities, 358 organisations across Australia are making a difference to the lives of Aboriginal and Torres Strait Islander peoples and the nation as a whole. These organisations are leading positive social change and having a real impact.

Over the course of the last 12 months the RAP program has gone from strength to strength. This year has seen the biggest growth in the program since it began, with 78 new organisations officially joining the RAP community. Importantly, 2012 has also seen significant growth in RAP commitments and actions to increase employment, education and business opportunities for Aboriginal and Torres Strait Islander peoples.

For the first time since the program began, Reconciliation Australia is able to report on the way in which the RAP program changes peoples attitudes and behaviours. Our inaugural survey of RAP organisations shows that RAPs are having an extremely positive effect in workplaces across Australia. They are helping to inspire respect for Aboriginal and Torres Strait Islander cultures, and more action to support reconciliation. Most significantly, RAPs are changing attitudes and behaviours and in turn advancing social change.

When compared to the general community findings in the 2012 Australian Reconciliation Barometer, we see a significant and real difference in attitudes and behaviours in the RAP survey results. In the RAP community, trust between Aboriginal and Torres Strait Islander and other employees is high and prejudice is low. The 2012 Australian Reconciliation Barometer tells us in the general community it's the opposite. People in RAP organisations are also more likely to think the relationship between Aboriginal and Torres Strait Islander peoples and other Australians is important to the nation, and are taking more action to advance reconciliation.

Using the same methodology as the inaugural 2011 RAP Impact Measurement Report, this report presents the cumulative impact of the RAP program as at 30 September 2012 under its three pillars—relationships, respect and opportunities. It demonstrates that we are seeing real transformations occurring across the RAP community and as momentum towards positive change continues, Reconciliation Australia remains committed to seeing it flow to all corners of our nation.

Building momentum...

RAP Impact Measurement¹

2011

2012

RELATIONSHIPS



Pro-bono

\$1.97 million

worth of support provided to Aboriginal and Torres Strait Islander organisations or communities

\$15.06 million

worth of support provided to Aboriginal and Torres Strait Islander organisations or communities

Secondees

80

placed in Aboriginal and Torres Strait Islander organisations

155

placed in Aboriginal and Torres Strait Islander organisations

RESPECT



Cultural awareness

167,004

people committed to attending cultural awareness training

213,446

people committed to attending cultural awareness training

22,232

people have completed training

48,981

people have completed training

OPPORTUNITIES



Employment

21,049

jobs committed

25,044

jobs committed

13,397

jobs filled

18,972

jobs filled

Education

\$9.2 million

worth of education scholarships for Aboriginal and Torres Strait Islander students provided

\$14.7 million

worth of education scholarships for Aboriginal and Torres Strait Islander students provided

Business

\$26 million

worth of goods and services purchased

\$58.2 million

worth of goods and services purchased

¹ All figures are cumulative over the RAP program since 2006 except for employment which is as at 30 September each year. For further explanation of the methodology used for this report please see Appendix B.

The Reconciliation Action Plan program

Reconciliation Australia believes that without creating the right environment—of good relationships and mutual respect—efforts to improve life opportunities for Aboriginal and Torres Strait Islander peoples will be slow. The RAP program is built on this simple philosophy—that only by focusing on *relationships* and *respect* can sustainable *opportunities* for Aboriginal and Torres Strait Islander peoples be achieved.

RAPs help organisations from all sectors of the Australian community formalise their contribution, through real and achievable actions, to create respectful relationships and opportunities for Aboriginal and Torres Strait Islander peoples. The cumulative effect of over 350 organisations across the country taking action through the RAP program is driving social and cultural change and ultimately creating tangible differences to the lives of Aboriginal and Torres Strait Islander peoples.

RECORD GROWTH IN 2012

This year has seen exciting growth and innovation for the RAP program. Between 1 October 2011 and 30 September 2012, 78 new organisations registered their endorsed RAPs with Reconciliation Australia (Appendix A). This is the largest expansion of the program in any single year.

There are now over 358 organisations across all sectors of the Australian community with a RAP. We are continuing to see organisations from all

walks of life see the benefits of developing a registered RAP. From Harvey Norman and BP Australia, to the Brisbane Broncos and Perth Zoo, to the Western Australian Community Legal Centres Association and Belconnen Community Services in the ACT—organisations across the country are choosing to turn their good intentions into action through a RAP.

Reconciliation Australia believes that the growth of the RAP program not only demonstrates its effectiveness but more importantly the significance that Australians place on improving relationships, respect and opportunities for Aboriginal and Torres Strait Islander peoples.

STRENGTHENING THE RAP PROGRAM

Reconciliation Australia is proud of the RAP program and is focused on expanding its reach and increasing its effectiveness. This year we launched a new toolkit and reporting framework to support RAP partners to develop, track and report on their RAP. The new toolkit better articulates the benefits and expectations of developing a RAP. It includes eight minimum actions that Reconciliation Australia believe should be part of all RAPs, depending on where organisations are at in their RAP journey. The new streamlined reporting requirements align to the minimum requirements for all RAPs as well as our impact measurement framework.

Figure 1. New RAPs by year

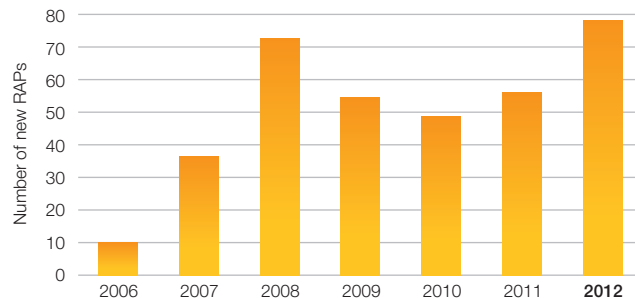
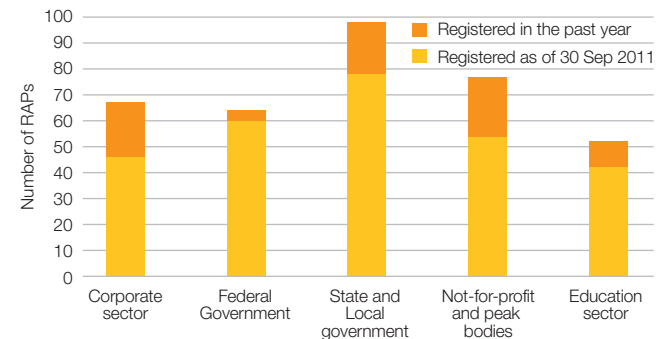


Figure 2. RAP organisations by sector

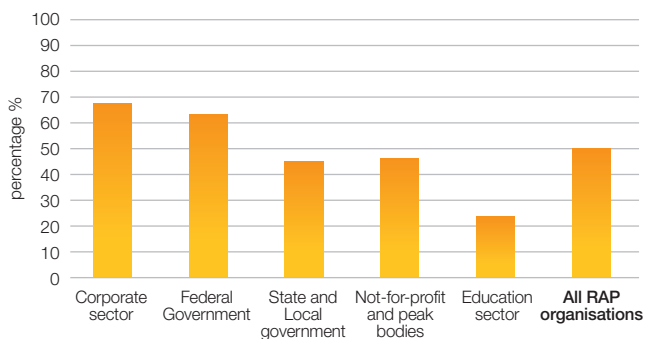


This has made it simpler and easier for both RAP partners to report, and for Reconciliation Australia to measure the ongoing impact of the program. The increased focus on reporting has resulted in a rise in overall reporting rates from 43 per cent in 2011 to 50 per cent in 2012. Improving RAP reporting remains a key priority over the coming year.

Growing out of our experience with the RAP program, this year Reconciliation Australia also successfully launched the Workplace Ready Program. The Workplace Ready Program is sharing the know-how and success of the RAP community in building sustainable employment outcomes with other organisations looking to increase employment opportunities for Aboriginal and Torres Strait Islander peoples. The Workplace Ready Program's employment master class sessions provide participating organisations with strategies and information to help create the right internal environment to attract and retain Aboriginal and Torres Strait Islander employees. Master class sessions were held in Melbourne and Sydney this year and Reconciliation Australia will expand the program to other capital cities throughout 2013.

The Workplace Ready Program is driving best practice and innovation in Aboriginal and Torres Strait Islander employment and is helping to support new RAP partners and other organisations to achieve their employment targets.

Figure 3. RAP reporting rates



MEASURING CHANGE IN ATTITUDES AND BEHAVIOURS

Social and cultural change comes about through changing people's attitudes and behaviours. Determining whether RAPs have positively changed the understanding, attitudes and behaviours of employees is an important part of measuring the success of the program.

In July 2012, Reconciliation Australia set out to do exactly this by measuring the impact of the RAP program on the understanding, attitudes and behaviours of employees in organisations with a RAP. We asked employees in 19 long-standing RAP organisations from the corporate, state and federal government, and not-for-profit sectors to complete an online survey about their organisation's RAP, the impact it was having and their own attitudes and behaviours towards Aboriginal and Torres Strait Islander peoples. Over 4600 people completed the online survey which was conducted by independent research company, Auspoll.

The results of the survey, presented throughout this report, clearly demonstrate that the RAP program is making a difference and most importantly—that RAPs work. The survey results tell us that RAPs help to:

- Change relationships for the better by building trust and reducing prejudice.
- Build greater understanding and knowledge about Aboriginal and Torres Strait Islander peoples and cultures.
- Create shared pride of Aboriginal and Torres Strait Islander histories and cultures.
- Create better workplaces by reducing stereotypes and creating opportunities for Aboriginal and Torres Strait Islander peoples.

The detailed findings from the survey provide a baseline measurement for where we are at with the RAP program in 2012. By comparing the results to those of the 2012 Australian Reconciliation Barometer we are able to demonstrate the effectiveness of the RAP program in changing relationships, attitudes and behaviour for the better. These results represent a first step in documenting a national movement of change.



Dugald Russell and Michael McLeod,
Director and CEO of Message Stick
Communications. Image, Cole Bennetts.

Relationships

Reconciliation Australia believes that strong, sustainable and mutually respectful relationships between Aboriginal and Torres Strait Islander peoples and other Australians are at the heart of reconciliation.

Most Australians agree that a good relationship with Australia's First Peoples—one based on the principles of trust, understanding, dialogue and mutual respect—is important. For many, it is a clear sign that Australia is a progressive and modern nation. For this reason most RAPs contain specific actions aimed at developing deeper relationships with Aboriginal and Torres Strait Islander individuals, organisations and communities, through genuine engagement, partnership and support.



Relationships

ACTION AND IMPACT

Pro-bono support

RAP organisations have provided **\$15.06 million** worth of pro-bono services to Aboriginal and Torres Strait Islander organisations or communities.

Partnerships

RAP organisations have established **354** partnerships with Aboriginal and Torres Strait Islander organisations or communities.

Secondees

RAP organisations have placed **155** secondees in Aboriginal and Torres Strait Islander organisations.

ATTITUDES AND BEHAVIOURS IN RAP ORGANISATIONS

The relationship is good

Relationships between Aboriginal and Torres Strait Islander people and non-Indigenous Australians are better in organisations with a RAP compared to in the general Australian community.

- 95 per cent of surveyed employees believe the relationship between Aboriginal and Torres Strait Islander peoples and other employees in their organisation is good. This compares to 46 per cent of general community respondents in the 2012 Australian Reconciliation Barometer who think the relationship is good in Australia as a whole.

More people in RAP organisations believe the relationship is important than in the general Australian community.

- 75 per cent of surveyed employees in RAP organisations think the relationship between Aboriginal and Torres Strait Islander people and other Australians is very important for Australia as a nation, compared to 46 per cent in the general community.

RAPs help facilitate relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous people within and outside workplaces.

- 98 per cent of surveyed employees either want their organisation to continue to provide the same amount of opportunities or want even more opportunities to build relationships with Aboriginal and Torres Strait Islander peoples.

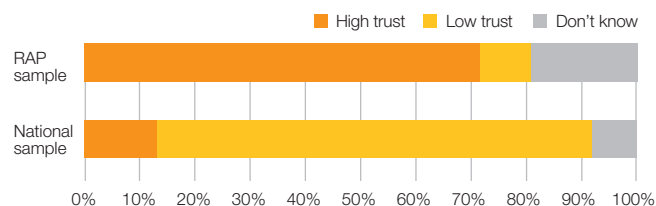
Employees support their organisation building relationships with Aboriginal and Torres Strait Islander peoples.

- 88 per cent of surveyed employees support their organisation partnering with Aboriginal and Torres Strait Islander organisations.

Trust is high

Employees in RAP organisations are more likely to think that trust between non-Indigenous and Aboriginal and Torres Strait Islander Australians is high.

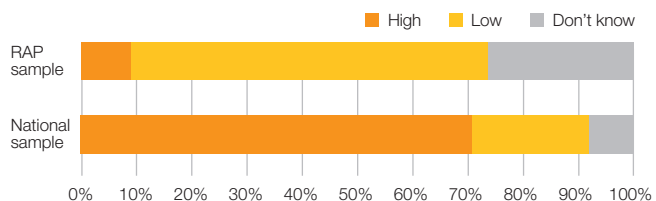
Figure 4. Level of trust between non-Indigenous people and Aboriginal and Torres Strait Islander people in RAP organisations compared to the general community.



Prejudice is low

Employees in RAP organisations are more likely to believe that prejudice between non-Indigenous and Aboriginal and Torres Strait Islander Australians is low.

Figure 5. Level of prejudice between non-Indigenous people and Aboriginal and Torres Strait Islander people in RAP organisations compared to the general community.



LESSONS

Many RAP partners continue to tell us that:

- Good relationships take time to develop but investing in relationships early pays dividends down the track.
- The most innovative, exciting and beneficial opportunities come about through genuine partnerships with Aboriginal and Torres Strait Islander peoples, organisations and communities.
- Organisations get better business outcomes when they build relationships.
- Listening and learning are critical to building relationships based on trust and understanding.
- Fostering relationships internally helps to build external relationships.

NEXT STEPS

- Reconciliation Australia will develop and share best practice examples of relationship building and genuine partnerships from across the RAP community.
- Reconciliation Australia will look to promote the economic and social benefits of investing time and resources in relationships to a broader audience.
- Reconciliation Australia will continue to measure the impact of the RAP program on the strength of relationships with Aboriginal and Torres Strait Islander peoples in the RAP community.

RAP success story

Arnold Bloch Leibler: helping achieve a bright future for the children of Wadeye

In June 2012, residents of Wadeye in the Northern Territory celebrated a new beginning with the signing of a multi-million dollar funding agreement to support education programs and infrastructure in their community.

The historic funding agreement came more than five years after Tobias Nganbe—the former co-principal of Our Lady of Sacred Heart School—lodged a complaint with the Australian Human Rights Commission against the Northern Territory and Commonwealth governments. Mr Nganbe alleged that many generations of the Thamarrurr community at Wadeye received inequitable funding for their education and called for this to change.

Arnold Bloch Leibler, together with Darwin-based lawyers, Bowden McCormack, and the Castan Centre for Human Rights Law had the honour of representing the Thamarrurr community on a pro-bono basis in the preparation and progression of the complaint.

Peter Seidel, Arnold Bloch Leibler public interest law partner, believes that the shared commitment of all those involved and their strong relationship with the community were the key to a successful outcome.

“Arnold Bloch Leibler’s philosophy on inter-cultural initiatives and collaborations with Indigenous communities is based on building mutual understanding and respect, respectfully listening with humility to Indigenous community members, and understanding their pressures, concerns and aspirations to work together to achieve empowering outcomes,” Mr Seidel said.

At the signing of the funding agreement at Arnold Bloch Leibler’s Melbourne office, groups from the Thamarrurr region marked the historic occasion with traditional performances. Inviting Minister Peter Garrett to sign the agreement Thamarrurr elder, William Parmbuk, quoted the famous Midnight Oil lyrics. ‘The time has come to pay the rent’.

Mr Nganbe used a metaphor of making spears for equipping the children of Wadeye to realise their potential. “To make a spear you need the right bamboo, straighten it out, put the prongs in. It’s the same sort of thing. Now our young people will get the spears and start fishing,” he said.

Mr Seidel said: “This significant agreement records, through honest and open dialogue, the commitment between the Australian Government, the Northern Territory Government and the Thamarrurr community to work together in the field of education, and to seek to ensure that every child has a chance at a good and strong future.”

Arnold Bloch Leibler’s contribution to this landmark case was another important chapter in its long and proud history of working with Aboriginal and Torres Strait Islander groups.

“Our ongoing commitment to Indigenous Australians—particularly through our public interest law practice and the firm’s Reconciliation Action Plan—lies at the heart of the firm’s identity and culture,” Mr Seidel said. “It has been a privilege to work for such a committed, focused and courageous community that wants the highest quality of education for its children, but has been denied this through racially discriminatory practices of the past.”

While the outcomes were very significant for the Thamarrurr community, Arnold Bloch Leibler also recognise the powerful impact its involvement has had within the organisation, including the tremendous pride felt by staff in acting in such an important case, improved cultural appreciation and understanding and a strong relationship with the community that continues today.

“The signing of the agreement marks the beginning of a new era in Wadeye, and brings us one step closer to reconciliation,” Mr Seidel said.



The Hon. Peter Garrett MP with a ceremonial performer from the Thamurrurr region at the signing of the landmark education settlement for the Wadeye community. Image courtesy Arnold Bloch Leibler.



Helen Gerrard Board Director of MG Corp welcoming Glenda Humes to Country in Kununurra, Western Australia. Image, Wayne Quilliam.

Respect

Aboriginal and Torres Strait Islander cultures are among the oldest living cultures in the world and a vital part of Australia's identity. Promoting and celebrating this rich history, and the diverse Aboriginal and Torres Strait Islander cultures that continue to this day, are key elements of the RAP program.

RAP organisations build respect by increasing the cultural awareness and competency of their employees and by promoting and celebrating Aboriginal and Torres Strait Islander cultures. Actions that promote and celebrate culture can include celebrating events such as National Reconciliation Week, displaying Aboriginal and Torres Strait Islander art, flags, books and music, acknowledging country and performing Welcome to Country ceremonies. Demonstrating these actions helps to create an environment where Aboriginal and Torres Strait Islander staff and customers feel welcome.



Respect

ACTION AND IMPACT

Cultural competency

RAP organisations are committed to **213,446** employees undertaking cultural awareness training.

Of these, **48,981** employees have already completed cultural awareness training.

Aboriginal and Torres Strait Islander organisations have received an estimated **\$12.2 million** for the provision of cultural awareness training to RAP organisations. This will rise to over an estimated **\$50 million** as training to meet current RAP commitments is completed.

Promoting and celebrating culture

More than **1.7 million** Australians work or study in RAP organisations that promote and celebrate Aboriginal and Torres Strait Islander cultures.

ATTITUDES AND BEHAVIOURS IN RAP ORGANISATIONS

Fostering support

RAPs are inspiring respect and support for reconciliation.

- 91 per cent of employees in RAP organisations support their organisation providing opportunities to learn more about Aboriginal and Torres Strait Islander cultures.
- 85 per cent of employees in RAP organisations support their organisation promoting and celebrating National Reconciliation Week in the workplace.

Greater pride

RAP employees are more likely to be proud of Aboriginal and Torres Strait Islander culture and think it is important to Australia's identity as a nation.

- 91 per cent of surveyed employees in RAP organisations believe that Aboriginal and Torres Strait Islander cultures are important to Australia's identity compared to 71 per cent of people in the general community.

More action

Employees from RAP organisations are more likely to undertake actions that advance reconciliation.

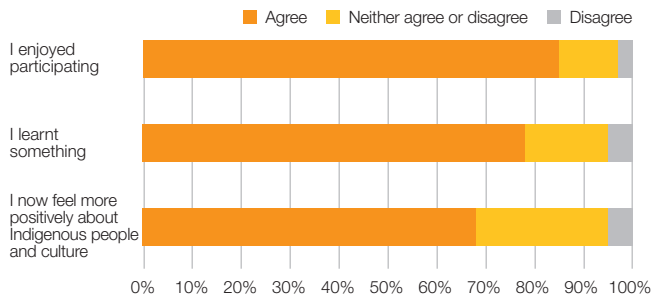
- 86 per cent of surveyed employees in RAP organisations are undertaking action to support reconciliation compared to 50 per cent of people in the general community.

Better understanding

When employees participate in activities to support reconciliation, the vast majority enjoy it, learn something, and think more positively about Aboriginal and Torres Strait Islander peoples and culture as a result.

Reconciliation activities include such things as attending cultural awareness training, participating in National Reconciliation Week, celebrating NAIDOC Week or delivering an Acknowledgement of Country.

Figure 6. RAP employees' participation in and satisfaction with reconciliation activities



LESSONS

Many RAP partners continue to tell us that:

- Creating a culture of respect in the workplace is good for everyone.
- A culturally competent, welcoming and supportive organisation is more likely to become an employer of choice for Aboriginal and Torres Strait Islander Australians.
- A strategic and staged approach to cultural awareness training is more achievable and sustainable.
- Internal staff awareness and high level support from within the organisation are critical to building a culture of respect.
- Cultural awareness training and engagement protocols are better when they are locally relevant and supported.

NEXT STEPS

- Reconciliation Australia will look to compare respect for Aboriginal and Torres Strait Islander peoples and cultures between workplaces with and without a RAP.
- Reconciliation Australia will promote the benefits of participation and taking action to support reconciliation.
- Reconciliation Australia will develop and share best practice examples of cultural awareness strategies.

RAP success story

The Department of Education, Employment and Workplace Relations: developing a multi-faceted approach to cultural awareness

The Australian Government Department of Education, Employment and Workplace Relations (DEEWR) believes that creating a workforce that is respectful, understanding and inclusive of Aboriginal and Torres Strait Islander peoples is not only the right thing to do but makes good business sense. As part of its second RAP, the department developed a targeted and multi-faceted approach to cultural awareness to promote the philosophy that *Indigenous business is everyone's business in DEEWR*.

DEEWR Secretary, Lisa Paul says the process of reconciliation can profoundly influence organisations and individuals to reconsider the way they think and work.

"Improving the lives of Aboriginal and Torres Strait Islander peoples is a big responsibility and something we take very seriously," Ms Paul said. "Our RAP enables us to create a departmental culture that respects and values the contribution of Aboriginal and Torres Strait Islander peoples, their history and culture. Importantly, it enables us to build a culturally capable workforce."

As the department responsible for four of the Council of Australian Governments Closing the Gap targets, DEEWR's efforts to build a corporate environment based on respect and good relationships is helping the department provide the best opportunities for Aboriginal and Torres Strait Islander peoples through their policy and programs.

It is the RAP that is helping to create this environment of respect and good relationships says DEEWR's Indigenous Leader, Kevin Brahim. "An important lesson from our first RAP was the need for a continued commitment to building the cultural capability of staff," said Mr Brahim. "As a result, DEEWR's second RAP focuses on building the cultural capabilities of staff and embedding reconciliation into business practices."

"Each employee has different cultural training requirements, depending on their professional role, their personal interests and past experiences. Our approach to cultural awareness training acknowledges this," Mr Brahim said. "DEEWR now offers cultural training opportunities for employees through a variety of methods, including face-to-face and online training options."

DEEWR's cultural awareness activities include a diverse array of activities that are accessible to staff throughout the year. From face-to-face cultural awareness training to eLearning modules and regular reconciliation activities such as cultural excursions and presentations from guest speakers to regular RAP and Closing the Gap 'local connections' workshops, which assist employees to understand how their work contributes to reconciliation and the Closing the Gap targets, DEEWR's approach to cultural capability is truly embedded into regular business practice.

Having a variety of cultural training options, reconciliation activities by celebrating days of significance has meant DEEWR is a leader in reconciliation and an employer of choice for Aboriginal and Torres Strait Islander people.

Michael Manthorpe, DEEWR Deputy Secretary Corporate and Network says that DEEWR's commitment to reconciliation is only growing. "I am immensely proud of the culture in DEEWR. We will continue to strengthen and tailor our approach to reconciliation as our knowledge and understanding of Aboriginal and Torres Strait Islander people, history and culture expands."



Adrian Brown, Ngunnawal Caring for Country ranger shares artifacts with DEEWR employees during National Reconciliation Week 2012. Image courtesy DEEWR.



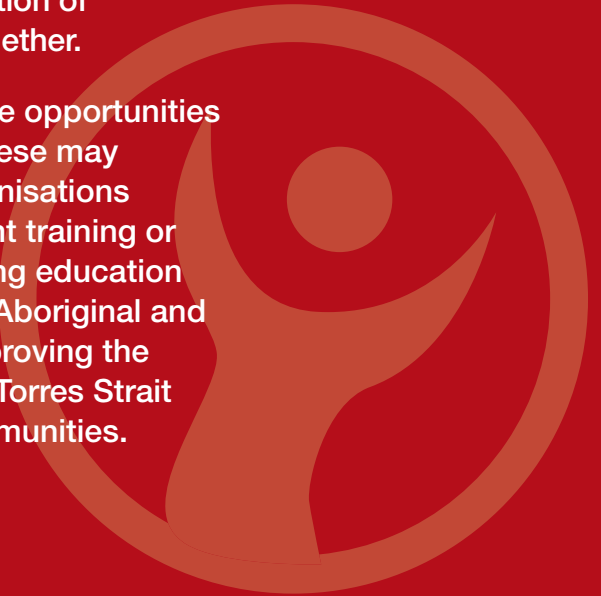
Qantas staff celebrate the launch of their Reconciliation Action Plan. Image, Wayne Quilliam.



Opportunities

Reconciliation Australia believes that sustainable opportunities are built on a foundation of strong relationships and cultural respect for Aboriginal and Torres Strait Islander peoples. RAPs provide a framework for organisations to do this by first focusing on creating the right environment of respectful relationships and then looking at ways organisations can provide sustainable employment, training, education and business opportunities for Aboriginal and Torres Strait Islander peoples and their communities. Opportunities for Aboriginal and Torres Strait Islander people are best achieved on the foundation of respectful relationships and working together.

RAPs encourage organisations to create opportunities relevant to their sphere of influence. These may include direct opportunities within organisations such as employment or pre-employment training or indirect opportunities such as supporting education scholarships, procuring products from Aboriginal and Torres Strait Islander businesses or improving the provision of services to Aboriginal and Torres Strait Islander peoples, organisations or communities.



Opportunities

ACTION AND IMPACT

Employment

RAP organisations are committed to employing **25,044** Aboriginal and Torres Strait Islander peoples.

RAP organisations currently employ **18,972** Aboriginal and Torres Strait Islander peoples.

Pathways to work

RAP organisations are committed to providing **2027** apprenticeships and/or traineeships, **220** cadetships and **150** internships for Aboriginal and Torres Strait Islander peoples.

RAP organisations have filled **1707** apprenticeships/traineeships, **136** cadetships and **136** internships.

Education

RAP organisations provided **\$14.7 million** to support education scholarships for Aboriginal and Torres Strait Islander students.

Business

74 RAP organisations are members of Supply Nation (formally known as the Australian Indigenous Minority Supplier Council (AIMSC)).

These RAP organisations have purchased **\$58.2 million** worth of goods and services from Supply Nation certified suppliers.

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

ATTITUDES AND BEHAVIOURS IN RAP ORGANISATIONS

RAPs help to provide more opportunities for Aboriginal and Torres Strait Islander employees.

- 63 per cent of surveyed employees believe that the RAP program has had a positive impact on providing opportunities for Aboriginal and Torres Strait Islander employees in their organisation.

Employees support organisations providing opportunities for Aboriginal and Torres Strait Islander peoples.

- 92 per cent of surveyed employees support their organisation providing opportunities for Aboriginal and Torres Strait Islander peoples.
- 81 per cent support their organisation trying to recruit more Aboriginal and Torres Strait Islander staff.
- 76 per cent support their organisation contracting Aboriginal and Torres Strait Islander businesses.

LESSONS

Many RAP partners continue to tell us that:

- Investing in relationships and building a culture of respect are critical to RAP organisations creating lasting opportunities for Aboriginal and Torres Strait Islander peoples.
- Employment outcomes are best achieved through a strategic and long term approach.
- Education and pre-employment training are good investments and provide mutually beneficial returns—they build the capabilities of Aboriginal and Torres Strait Islander communities and a future workforce for businesses.
- RAPs help facilitate support for the Aboriginal and Torres Strait Islander business sector.
- RAPs are helping organisations focus on delivering better and more appropriate services to Aboriginal and Torres Strait Islander peoples.

NEXT STEPS

- Reconciliation Australia will develop resources to share best practice approaches to business procurement, education and employment programs—including information about recruitment, retention and career advancement.
- Reconciliation Australia will facilitate industry networks of RAP organisations.

RAP success story

Sodexo Australia: innovative approaches increasing Aboriginal and Torres Strait Islander employment

Since the launch of its inaugural RAP in 2011, on-site services provider Sodexo Australia has prioritised local employment for Aboriginal and Torres Strait Islander peoples. With over 6000 employees across the country and a large footprint in regional and remote Australia, Sodexo in Australia has developed an employment strategy that facilitates employment for Aboriginal and Torres Strait Islander peoples and supports them to reach their full potential.

National Indigenous Diversity Manager, Wendy Dawson, says Sodexo Australia's core business is about improving the quality of daily life for all Australians. "When we were developing our first RAP, direct employment opportunities for Aboriginal and Torres Strait Islander peoples was our highest priority," Ms Dawson said. To do this, Sodexo's RAP Indigenous Steering Committee agreed to implement a comprehensive employment strategy that enables Aboriginal and Torres Strait Islander job seekers to overcome historical barriers to employment, builds individual capacity, provides training and career pathways and has a strong focus on retention.

As part of the strategy Sodexo set an ambitious target to increase the representation of Aboriginal and Torres Strait Islander employees to 10 per cent across its total workforce. The first year of the strategy comprised a range of apprenticeships, traineeships, flexible rosters and job-share arrangements and tailored inductions.

"With the recent resources sector boom across Australia, clients and contractors alike are competing to recruit potential Aboriginal and Torres Strait Islander employees from a decreasing labour hire pool. As a result, we have had to ensure that our RAP actions are relevant to the diverse needs of Aboriginal and Torres Strait Islander peoples and represent an innovative and practical response to employment barriers that prevent Aboriginal people from reaching their full potential," Ms Dawson said.

Responding to the needs of local Aboriginal and Torres Strait Islander communities, in 2012 the strategy was expanded to include flexible recruitment policies including the establishment of an Indigenous Assessment Panel; a new employee buddy program; Indigenous Community Liaison Coordinators; a six-week Indigenous Health Work Ready Program to help improve health, nutrition, fitness and strength prior to employment; and personalised retention strategies that reflect Aboriginal kinship systems.

This flexible and innovative approach is working says Ms Dawson. "Our Aboriginal and Torres Strait Islander workforce has grown from 40 employees in 2009 to 245 in 2012 with employees at various levels of the organisation. We are meeting our employment KPIs on all sites where KPIs are in place."

"In keeping with our enabling response to Aboriginal and Torres Strait Islander employment, we celebrate the successes of our employees, even if that means moving onto career opportunities outside Sodexo," Ms Dawson said. "In the past 12 months 20 per cent of our finest Indigenous employees have left the Sodexo family to pursue career advancement within the mining sector."

Chief Executive Officer, Johnpaul Dimech is proud of Sodexo's achievements: "Through respectful listening and building relationships, we have taken the first successful steps to assist Aboriginal and Torres Strait Islander employees find employment that allows them to ultimately return to their homeland communities. "This then enables them to take on leadership roles, share their skills and grow self-sustaining communities to create their own wealth for a sustainable future," Mr Dimech said.



Candice Crain, one of Sodexo's 245 Aboriginal and Torres Strait Islander employees. Image courtesy Sodexo Australia.

RAP success story

Telstra: improving service delivery by connecting remote communities to the world

Recognising the vital role telecommunications play in achieving educational, health and economic outcomes, Telstra is on a mission to enable all Australians—irrespective of age, income, ability or location—to enjoy the everyday benefits that come with being connected.

Telstra's RAP focuses on providing affordable, innovative and accessible products and services which aim to improve the lives of Aboriginal and Torres Strait Islander customers.

"Increased access to broadband and mobile technology in remote Indigenous communities is an integral part of Telstra's Reconciliation Action Plan," says Brian O'Keefe, Telstra Area General Manager for the Northern Territory.

As part of delivering on this commitment, Telstra successfully launched ADSL2+ broadband services in an additional four remote NT communities in February 2012.

"Families and businesses in Lajamanu, Kalkaringi, Yuendumu and Papunya can access higher broadband speeds, providing new opportunities for health, education, productivity improvements and entertainment," Mr O'Keefe said.

The Lajamanu community of about 900 people is located 560km south-west of Katherine, on the northern edge of the Tanami Desert. Being a remote community, people in Lajamanu already rely heavily on the internet for a range of services such as online banking and e-commerce. The new broadband infrastructure will make their download speeds several times faster, with significant flow on benefits.

The broadband offering will bring costs down significantly for local businesses, such as the Warnayaka Arts Centre. Expanding the Centre's online business is now a possibility, as improved speeds and more storage make it possible to showcase art work in detail online.

Leading artists from Lajamanu's Warnayaka Arts Centre celebrated the arrival of high speed broadband with the creation of huge artworks depicting their dreamings, which they will mount on Telstra's exchange at the community.

"We want to show how important communication is to our culture and to our lives here in remote Australia," community elder Jerry Jangala Patrick said. "From the message stick to broadband—it is a long and important story."

Karl Hampton, then Northern Territory Minister for Information, Communications and Technology Policy and Minister for Central Australia, summed it up as he launched the new service at Lajamanu.

"Fast reliable communication is essential for remote communities—especially for health and education. It is one way of making sure people in remote Australia are able to access services available to other Australians."

Broadband internet access is only one aspect of connectivity for remote Aboriginal and Torres Strait Islander communities. Public payphones and fixed line services are other ways of enabling connection.

As part of its RAP commitment, Telstra works with governments and stakeholder groups to improve service provision to Aboriginal and Torres Strait Islander communities. For example, Telstra has installed more than 250 community phones specifically designed for the conditions found in remote Australia; calling cards, designed for use in payphones in remote communities, are available to community members at reduced rates; and a dedicated Telstra Indigenous Hotline connects callers to a specialised team of people who understand the unique issues facing remote communities.

By keeping customers and communities connected across the country, Telstra is putting its commitment to make reconciliation everyone's business into action.



Karl Hampton, Jerry Jangala Patrick, Brian O'Keefe at the launch of ADSL2 and broadband at Lajamanu. Image courtesy Telstra.

Next steps

Reconciliation Australia is proud to demonstrate, once again, the growth and success of the RAP program. On top of growing commitments and action from within the RAP community, the results of the first survey of RAP organisations show that RAPs are having a far greater impact than we originally expected. We now know, without any doubt, that the RAP program is creating positive social change. As the stewards of the RAP program we have a responsibility to expand its reach and effectiveness.

Over the next year and beyond Reconciliation Australia will focus on harnessing the knowledge and experience within the RAP community to drive innovation and best practice. To ensure the RAP community continues to lead social change Reconciliation Australia will:

- Provide more opportunities and events for RAP partners to collaborate and share success.
- Facilitate the establishment and ongoing engagement of industry networking groups across a range of sectors.
- Facilitate opportunities for RAP partners to share their experiences with a broader audience.
- Establish a network of leaders from across the RAP community to drive thought leadership and positively influence the RAP program.

Reconciliation Australia will also continue our efforts to expand and improve the RAP program for both our existing partners and new organisations. From 2013 onwards, Reconciliation Australia will:

- More clearly define the RAP journey and expectations of the RAP program for partners.
- Develop resources for RAP partners to access information and share ideas.
- Promote the RAP program to new organisations and sectors.
- Continue to monitor the impact of the program.
- Provide more tailored support to RAP partners.

Together RAP organisations have shown there is a groundswell of change happening across the nation and that Australians want to build a country that values and understands the contributions, histories and cultures of Aboriginal and Torres Strait Islander peoples. The RAP community is at the forefront of this growing national movement. Reconciliation Australia believes we are only seeing the beginning of bigger things to come and we are looking forward to leading this momentum forward to create a modern, progressive and prosperous nation for all Australian citizens alike.

Appendix A

NEW RAP ORGANISATIONS 2012

ACT Health Directorate	Catholic Diocese of Toowoomba	Griffith University	Subiaco Football Club
ACT Justice and Community Safety Directorate	Centacare Townsville	Harvey Norman	Sunshine Coast Council
Adelaide to Outback GP Training Program	Chamber of Commerce and Industry of WA	Interrelate Family Centres	Sustainability Pty Ltd
Airservices	CISCO	Ipswich Jets	Swan River Trust
Animal Management in Rural and Remote Indigenous Communities (AMRRIC)	City of Ballarat	Laing O'Rourke	Taronga Conservation Society Australia
Anti-Discrimination Commission Queensland	City of Greater Geraldton	Law Institute of Victoria	Uniting Care Queensland
Ausgrid	City of Port Phillip	Law Society of New South Wales	Western Australian Network of Alcohol and Other Drug Agencies
Australia Council for the Arts	City of Wanneroo	Lifestyle Solutions	Xstrata Coal NSW
Australian Crime Commission	Community Legal Centres Association (WA) Inc.	Lord Somers Camp and Power House	Youth and Family Service (Logan City)
Australian Electoral Commission	Department of Communities (Queensland)	MAX NetWork (MAX Employment)	
Australian Institute of Family Studies	Department of Housing (Western Australia)	McNair Ingenuity Research	
Australian Psychological Society	Department of Mines and Petroleum (Western Australia)	Mercy College Mackay	
Australian Volunteers International	DLA Piper Australia	Mining, Energy and Engineering Academy	
Beehive Montessori School	East Arnhem Shire Council	Mount Carmel College	
Belconnen Community Service Inc	Ernst & Young	Museums and Galleries NSW	
Booval Community Service Inc	FPWA Sexual Health Services	Northern Metropolitan Health Service (Western Australia)	
BP Australia	Gadens Lawyers Sydney	PCYC NSW	
Brisbane Broncos	Gladstone Ports Corporation Ltd	Perth Zoo	
Cairns Regional Council	GlaxoSmithKline	Polytechnic West	
Canberra Institute of Technology	Gowrie SA	Screen NSW	
Catholic Community Services NSW/ACT	GrainCorp	Sebel Furniture	
		Skill360	
		Southern Cross Early Childhood School	

Appendix B

REPORT METHODOLOGIES

Reconciliation Action Plan Impact Measurement Report

Consistent with the RAP program logic (Appendix C), this annual report focuses on the short term (five year) outcomes for the RAP program. The report considers all RAP commitments and actions undertaken by the RAP community since the program commenced in July 2006. To compile this information, Reconciliation Australia collects data from each RAP and RAP report provided to us in the RAP Impact Database (RAPID) and sorts it into the three categories that are the pillars of the RAP program: relationships, respect and opportunities. We then analyse the data to produce the numbers for this report. This data is reliant on the annual reports provided to Reconciliation Australia from RAP organisations.

All the figures in this report (other than those from the RAP Impact Survey and Australian Reconciliation Barometer) are cumulative over the life of the RAP program other than the employment figures.

To develop the employment figure, each year all RAP organisations are asked to provide up to date figures on the number of Aboriginal and Torres Strait Islander people they are committed to employing as well as their current level of Aboriginal and Torres Strait Islander employment. The employment figures presented in this report are an

aggregate of reported Aboriginal and Torres Strait Islander employment (both committed and current), as at 30 September 2012. A number of factors influence the aggregate employment figures from one year to the next. These factors include: the number of organisations in the RAP program; the number of RAP organisations that report employment data; and the actual number of Aboriginal and Torres Strait Islander employees in reporting RAP organisations. As such, it is not possible to accurately determine changes in actual aggregate Aboriginal and Torres Strait employment from one year to the next and the figures in this report should only be used as an indicator of total employment in the RAP community.

All other figures in this report are cumulative since the RAP program began in 2006. For instance, a total of \$15.06 million in pro-bono assistance to Aboriginal and Torres Strait Islander organisations has been reported by the RAP community since the program began in 2006. The significant increase between 2011 and 2012 for some indicators represents increased activity as well as improved reporting from RAP organisations.

RAP Impact Survey

The RAP Impact Survey was conducted by Auspoll, an independent research company, in July 2012 around the same time as the Australian Reconciliation Barometer 2012. The online survey was completed by 4612 employees from 19 RAP

organisations. The 19 RAP organisations were selected to represent a cross section of long standing RAP organisations from the corporate sector, state and federal government and not-for-profit sectors. Each RAP organisation that participated had generally had a RAP for at least the last two years. Each organisation participated voluntarily with the understanding that their individual results would not be disclosed publicly. Employees were asked to complete the online survey via an email from a representative in their organisation. Response rates varied between organisations but the vast majority of organisations had over 100 employees complete the survey. Each organisation received their own results as a report prepared by Auspoll.

To compare the attitudes and behaviours of employees in RAP organisations to those of the general Australian community around half of the questions in the RAP Impact Survey replicated questions in the 2012 Australian Reconciliation Barometer. As part of the 2012 Australian Reconciliation Barometer, Auspoll surveyed 1012 Australians representative of the Australian population during July and August 2012.

The national sample presented in the results is taken from the general community survey conducted for the 2012 Australian Reconciliation Barometer.

Auspoll undertook an analysis of the results and presented a report to Reconciliation Australia on the findings. The full report presented by Auspoll is available on the Reconciliation Australia website.

Accuracy

The accuracy of the results at the overall level is +/-1.4 per cent at the 95 per cent confidence interval. This means, for example, that if the survey returns a result of 50 per cent, there is 95 per cent probability that the actual result will be between 48.6 per cent and 51.4 per cent. All percentage figures in this report are rounded. Accordingly, totals may not add up to 100 per cent.

Considerations

In comparing the national sample from the 2012 Australian Reconciliation Barometer to the sample of employees surveyed from RAP organisations there are a number of considerations to take into account when evaluating the results. The prime consideration is that the RAP Impact Survey covers only working age people in employment, compared to the general community barometer which includes respondents of all ages over 18 and from a range of working situations. Despite this small difference Auspoll considers that the results represent a robust analysis of the impact of RAPs on the attitudes of employees.

Appendix C

RECONCILIATION ACTION PLAN PROGRAM LOGIC

ACTIVITIES: What Reconciliation Australia does?

Facilitate: Inform and encourage organisations to develop a RAP.

Advise: Provide advice on how to develop a RAP and what to include.

Share best practice: Set benchmarks of good practice based on what works and communicate the outcomes.

Support: Build strong relationships with organisations and support their RAP development.

Quality Assurance: Ensure RAPs meet minimum requirements and are a high quality.

Monitor: Facilitate RAP progress reports.

Report: Analyse and report on collective impact of RAPs across the nation.

Promote: Promote the benefits of RAPs and attract more organisations to the program.

OUTPUTS: What is generated by our investment and activity?

Development, implementation and refresh of RAPs in organisations across Australia.

Each organisations RAP contains specific measurable commitments and actions in the core areas of relationships, respect and opportunities. Examples include:

RELATIONSHIPS	RESPECT	OPPORTUNITIES
<p>Consultation</p> <ul style="list-style-type: none"> • Consultation with Indigenous organisations, communities and people. • Ongoing consultation with Indigenous staff within the organisation. <p>Partnerships</p> <ul style="list-style-type: none"> • Partnerships between the RAP organisation and Indigenous people. • Beneficial networks and partnerships between RAP organisations. <p>Support</p> <ul style="list-style-type: none"> • Pro-bono support to Indigenous organisations/communities. • Providing volunteer time/services to Indigenous organisations/communities. <p>Cultural immersion</p> <ul style="list-style-type: none"> • Staff cultural excursions/immersion programs. 	<p>Cultural awareness</p> <ul style="list-style-type: none"> • Cultural awareness training for staff. • Activities to build cultural awareness outside the organisation. <p>Respect for Culture</p> <ul style="list-style-type: none"> • Promotion of Indigenous culture within and outside the RAP organisation. • Participating in Indigenous cultural events. • Sponsoring an Indigenous organisation or event. <p>Protocols</p> <ul style="list-style-type: none"> • Appropriate practice of Acknowledgement of Country. • Appropriate practice of Welcome to Country. • Developing guidelines for all staff. 	<p>Indigenous employment</p> <ul style="list-style-type: none"> • Developing an Indigenous Employment Strategy. • Setting Indigenous employment targets. • On-the-job training and career development for Indigenous staff. <p>Pathways to Indigenous employment</p> <ul style="list-style-type: none"> • Indigenous internships/apprenticeships/traineeships/graduate positions. <p>Indigenous education</p> <ul style="list-style-type: none"> • Scholarships for Indigenous students. • Sponsoring an Indigenous education organisation. • Providing mentoring or support for Indigenous students. • Supporting skills/capability development for Indigenous organisations and people. <p>Indigenous business</p> <ul style="list-style-type: none"> • Setting Indigenous business or procurement targets. • Developing an Indigenous procurement strategy. • Mentoring/business support for Indigenous businesses. <p>Service delivery</p> <ul style="list-style-type: none"> • Improving services to Indigenous customers/clients.

ORGANISATIONAL OUTCOMES: What is the impact of the RAPs within RAP organisations?

RELATIONSHIPS	RESPECT	OPPORTUNITIES	
<ul style="list-style-type: none"> Increased engagement with Indigenous people, communities and organisations. Increased consultation with Indigenous staff. Increased support for Indigenous organisations, communities and people. 	<ul style="list-style-type: none"> Improved cultural awareness among staff. Increased awareness and practice of appropriate protocols. Increased participation in Indigenous cultural events. Increased sponsorship and support for Indigenous organisations and events. 	<ul style="list-style-type: none"> Increased Indigenous employment opportunities. Increased pathways to work for Indigenous people. Increased support for Indigenous education/skills development. Increased procurement from Indigenous businesses. Improved service delivery to Indigenous customers. 	SHORT-TERM (5 years)
<ul style="list-style-type: none"> Relationships deemed valuable by the majority of staff. Consultation and engagement is common in everyday business practices. Sustained and long-term partnerships developed with Indigenous organisations and communities. 	<ul style="list-style-type: none"> Majority of staff are culturally competent. Cultural visibility increased. Sustained and long-term sponsorship and support for Indigenous organisations and events. 	<ul style="list-style-type: none"> Implementation of best practice Indigenous employment initiatives across the organisation. Retention/promotion rates for Indigenous staff comparable to the organisation average. Indigenous business targets are set in all relevant areas of the organisation. 	MEDIUM-TERM (5-15 years)
<ul style="list-style-type: none"> Actions to build and sustain the relationship between the organisation and Indigenous people are a core competency and business as usual. Strong relationship between Indigenous people and other Australians demonstrated within the organisation. 	<ul style="list-style-type: none"> All staff in RAP organisations are culturally competent and capable. This is demonstrated through their everyday actions. 	<ul style="list-style-type: none"> Indigenous employment gap closed within organisations (Indigenous employees make up 2.7 per cent of staff). Indigenous business gap closed within organisations (Indigenous business accounts for 2.7 per cent of all procurement). Increased business from Indigenous customers. 	LONG-TERM (15-25 years)

NATIONAL OUTCOMES:

What is the national impact of RAPs?

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

Strait Islander health:

- Economic inclusion.
- Employment security.
- Social inclusion.
- Education.

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

- Closing the gap in life expectancy for Indigenous Australians by 2023.
- Halving the gap in employment outcomes for Indigenous Australians by 2018.
- Halving the gap in Year 12 attainment rates for Indigenous Australians by 2020.



Reconciliation AUSTRALIA

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Reconciliation Australia acknowledges the traditional owners of country throughout Australia and recognises their continuing connection to land, waters and community. We pay our respect to them and their cultures; and to elders both past and present.

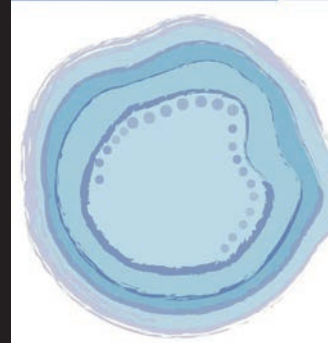


RECONCILIATION ACTION PLAN

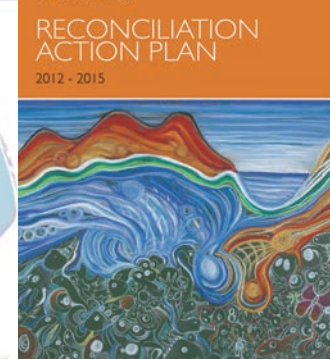
Reconciliation must live in the hearts and minds of all Australians



RECONCILIATION ACTION PLAN 2012 - 2014



CITY OF PORT PHILLIP RECONCILIATION ACTION PLAN 2012 - 2015



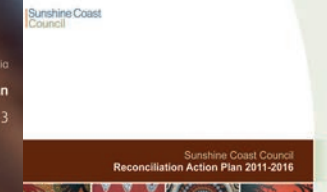
GLADSTONE PORTS CORPORATION LTD RECONCILIATION ACTION PLAN 2012-2015



ACKNOWLEDGING THE PAST EMBRACING THE future



Caring for the Swan-Canning Riverport



acknowledging the past creating the future

