



Innovate

Reconciliation Action Plan (RAP)

May 2022 – May 2024



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Front Cover: Alngyriah (Riah) Morgan – Certificate III in Business
at Western Metropolitan Health Service

Abbreviations

RAP – Reconciliation Action Plan
WPC – WPC Group

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



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

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

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

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

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

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

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

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

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

Karen Mundine

Chief Executive Officer
Reconciliation Australia

Introduction

WPC has created an Innovate RAP to develop, pilot and establish the best approach for advancing reconciliation within its sphere of influence. This will see WPC campaign reconciliation throughout its business activities such as recruitment, placement services, mentoring, marketing and procurement. As part of this plan, reconciliation strategies will be developed and piloted such as a cultural learning strategy to build respect for Aboriginal and Torres Strait Islander cultures and histories and an engagement strategy to develop Aboriginal and Torres Strait Islander relationships and involve staff in reconciliation actions. With the support of senior management and to resourcing this important initiative, WPC are in a good position to implement key commitments for reconciliation within its organisation and influence its employer partner workplaces.

The overarching goals of WPC's RAP are:



Relationships

To build on existing and develop new relationships with Aboriginal and Torres Strait Islander stakeholders, organisations and Employer Partners to help foster the connection between the broader Australian community and Aboriginal and Torres Strait Islander peoples and advance reconciliation.



Respect

To raise the cultural competence of WPC staff to support Aboriginal and Torres Strait Islander pride, genuine understanding and respect of related cultures, rights and experiences.



Opportunities

To improve Aboriginal and Torres Strait Islander employment outcomes by sourcing Employer Partners committed to providing work for Aboriginal and Torres Strait Islander apprentices and trainees and engaging commercially with Aboriginal and Torres Strait Islander businesses to support social and economic gains.

The RAP sits above and frames WPC's existing Indigenous Employment Strategy that involves more detailed local actions covering internal company systems and specific targets for increased Aboriginal and Torres Strait Islander candidates applying for apprenticeships and traineeships, more employer partners committing to engaging an Aboriginal and Torres Strait Islander employee and boosting Aboriginal and Torres Strait Islander people's completion rates.

The development of WPC's RAP has coincided with a new national agreement on Closing the Gap that was announced by the Prime Minister in July 2020. This involved partnerships between State and Territory Governments and Aboriginal and Torres Strait Islander peak organisations with attached targets.

The targets that directly align to WPC's work and where it hopes to make a difference across the country are:

• Target 7

To increase Aboriginal and Torres Strait Islander youth aged 15-24 who are in employment, education or training to 67% by 2031.

• Target 8

To increase Aboriginal and Torres Strait Islander people aged 25-64 who are employed to 62% by 2031.

Furthermore, one of the priority reforms of the Closing the Gap centres around formal partnerships which is key to WPC's RAP across all three pillars of relationships, respect and opportunities.

Our Vision For Reconciliation

Forward Together

Our vision is for all people to walk forward toward a new normal and together create a proud Australia – Where First Nations People’s history is acknowledged and owned, differences are respected and people are treated equal, paving the way for a better place to live and work for all Australians.

By acting on our reconciliation initiatives, we hope to create long-lasting careers and further advancement for Aboriginal and Torres Strait Islander people starting with an apprenticeship or traineeship that will contribute to enhancing individual lives and communities. This will create a more inclusive and diverse workforce at our employer partners across the country and collectively work towards breaking down barriers, changing attitudes and achieve a united, reconciled Australia.



Aiden Vermey – Dual qualified Light Vehicle Technician and Light Vehicle Auto Electrician with Melbourne Van Service Centre

Our Business

WPC is a national not-for-profit Group Training Organisation (GTO) founded in 1982 that exists to facilitate careers for young people. It achieves this by employing and managing apprentices and trainees within organisations/Employer Partners to enable the completion of nationally recognised training while working. As the legal employer, WPC are responsible for safety, well-being, mentoring, payroll and associated entitlements of its apprentices/trainees. Key industries that WPC provide entry level talent to are; automotive, horticulture, trades and professional services. Businesses within these sectors are predominantly small to medium size enterprise as well as some not-for-profit organisations, large corporations and Government.

To effectively resource WPC’s business activities, it employs 45 people across six States with its headquarters in Victoria and offices in New South Wales (also services ACT), Queensland, South Australia and Western Australia. WPC are unaware of any staff who identify as Aboriginal and/or Torres Strait Islander

people. It has a robust business structure made of an executive team including financial, human resources and general managers. The operational team is comprised of field mentors, recruitment specialists, health and safety experts, marketing and an administration team including a payroll function; all of which manage approximately 660 apprentices and trainees across the country.

Employer Partners are the key external stakeholder that sustain the demand side of the business while other stakeholders support the supply side such as, secondary schools, VCAL institutions, TAFE, Local Learning and Employment Networks, Job Seeker agencies and community organisations. Additionally, WPC has strong partnership arrangements with Registered Training Organisations (RTOs) that provide on and off the job training for its apprentices and trainees.

Our RAP

WPC has a vested interest in reconciliation because it fundamentally believes in equality and unity for all Australians. Its access and equity principles have driven its work with Aboriginal and Torres Strait Islander employers and candidates since inception and it truly believes in finding a way for First Nations and non-Indigenous cultures and belief systems to exist together in harmony.

WPC is developing a RAP because it believes reconciliation for Australia is a priority and that its work as a GTO makes a difference by facilitating the 'coming together' of people. WPC believe that by delivering on a RAP, that its activities and commitments will infiltrate and influence other organisations, in the main Employer Partners, to follow suit and develop a RAP, building on national reconciliation efforts.

The team at WPC strongly support equal opportunity when advertising, selecting and mentoring its apprentices and trainees. It is a value engrained in its operations and now WPC wish to build on this foundation of equality and instil other critical dimensions of reconciliation; race relations, institutional integrity, unity and historical acceptance.

This is WPC's first RAP however the organisation has been involved in the employment and mentoring of Aboriginal and Torres Strait Islander apprentices and trainees for over 35 years. This has involved working with key Aboriginal and Torres Strait Islander groups and corporations to place young Aboriginal and Torres Strait Islander people into employment, supporting sustained work. Currently 8% (54) of WPC's apprentices and trainees self-identify as Aboriginal and Torres Strait Islander people.

WPC's commitment to reconciliation is evident in its achievements such as:

- Created an Indigenous program called Shake a Leg and website
- Developed school-based programs with Western Health and yourtown
- Delivered a secondary school careers bootcamp supported by the NRL JobReady team at Melbourne Storm for 2 schools with 12 Aboriginal and Torres Strait Islander students learning employability and soft skills.

- Established partnerships with State Government departments and statutory authorities who have a commitment to employing Aboriginal and Torres Strait Islander peoples.
- Established a strategic partnership with the Clontarf Foundation
- Established cultural leave entitlements available to all WPC Aboriginal and Torres Strait Islander apprentices and trainees
- Established family and domestic violence leave entitlements
- Launched an Employee Assistance Program available to all WPC apprentices and trainees

How We Developed Our RAP

WPC utilised a consultant to coordinate the development of its RAP. A summary of the steps taken driven by the Consultant are:

- Reviewed all RAP resources and held discussions with senior staff about the requirements, commitment and suitability of WPC's RAP.
- Met with Reconciliation Australia for additional information and direction on RAP type suitability, the RWG formation and development timeframes.
- Attended a RAP webinar to provide more insight into the requirements and process.
- Developed a RWG Terms of Reference and established the working group membership.
- Distributed a survey* to the RWG to flesh out views on reconciliation and thoughts on WPC's sphere of influence. (see below for details)
- Collated survey responses and drafted a vision using the main themes from RAP members.
- Draft vision distributed to two Aboriginal and Torres Strait Islander organisations for their input/comment, changes applied to the vision.
- RAP developed by the Consultant and in consultation with WPC senior staff.
- Draft RAP distributed to the RWG for their review and feedback, changes applied and RAP finalised.

* Due to COVID-19, the anticipated RAPWG workshop was replaced by an online survey

Our RAP Working Group

WPC has established a RAP working group (RWG) consisting of 13 members:

	Title	State	RWG designated role
1	Apprentice and Trainee Manager	Queensland	Chairperson
2	Claims Administrator	Victoria	Deputy Chairperson
3	Group National Operations Manager	National	RAP Champion
4	Apprentice and Trainee Manager	Western Australia	Member
5	Apprentice and Trainee Manager	South Australia	Member
6	Recruitment Consultant	Queensland	Member
7	Graphic Design Consultant	Victoria	Member
8	Payroll Officer	Victoria	Member
9	Foundation Manager	Victoria	Member
10	Recruitment Consultant	Victoria	
11	Team Leader – Parks and Gardens Maintenance (past Aboriginal and Torres Strait Islander Apprentice)	Victoria	Member
12	Executive Assistant to the General Counsel (past Aboriginal and Torres Strait Islander Trainee)	Victoria	Member
13	Consultant	Victoria	Member



Anarra Hume – Qualified Business Trainee with Department of Transport



Tyler Annesley – Business Trainee with WPC Group Sydney

Internal members are from various roles and States that WPC operate in, and external members include representation from a past Aboriginal and Torres Strait Islander apprentice and trainee and a Consultant, providing for a good balance of perspectives.

Recruitment of the RAP working group was transparent and voluntary. Staff and current

and past apprentices and trainees were emailed a draft RAP Terms of Reference and the offer to participate. Interested parties responded with reasons why they desired to join. Where WPC had existing relationships with Aboriginal and Torres Strait Islander organisations, they were invited to participate in the RWG.

Our Sphere of Influence

A summary of WPC's sphere of influence as recorded by the RWG is:

Sphere 1 – Individuals

- Elders
- Youth
- Apprentices and trainees (and their families)
- WPC staff, including mentors
- Employer partner supervisors
- Managers from Indigenous organisations that WPC has a relationship with
- Individuals that identify as Aboriginal and Torres Strait Islander
- Community leaders
- Academics
- Historians
- Karen Milward <https://www.karenmilward.com.au/>
- Politicians

Sphere 2 – Organisations

- DATSIP, NIAA
- Employer partners
- Charities
- Not-for-profit organisations
- Government departments
- Indigenous employment agencies
- Community organisations
- Large organisations that priorities indigenous employment
- Local businesses
- TAFEs
- Headspace
- Aboriginal Community Controlled Groups (ACCO's)

Sphere 3 – Community

- Traditional Owner groups
- Grass roots programs eg learner driver
- NAIDOC committees
- Wirripunda Foundation
- Clontarf Foundation
- Sports Clubs
- Schools
- Councils
- Youth Services
- Related facebook communities
- Other online communities

Sphere 4 – Society

- Media
- Geographical groups ie defined metro and regional
- Social media influencers
- Industry leaders
- Sports stars
- AIATSIS
- Indigenous societies in specific regions, families



Fred Walker – Heavy Vehicle Mechanical Apprentice with Kinetic Fleet Services – Molendinar



Edwin Simpson Cobbo – Heavy Vehicle Mechanical Apprentice with Kinetic Fleet Services Townsville

Our RAP Framework

Vision for Reconciliation

Our vision is for all people to walk forward toward a new normal and together create a proud Australia - Where First Nations People's history is acknowledged and owned, differences are respected and people are treated equal, paving the way for a better place to live and work for all Australians.

By acting on our reconciliation initiatives, we hope to create long-lasting careers and further advancement for Aboriginal and Torres Strait Islander people starting with an apprenticeship or traineeship that will contribute to enhancing individual lives and communities. This will create a more inclusive and diverse workforce at our employer partners across the country and collectively work towards breaking down barriers, changing attitudes and achieve a united, reconciled Australia.



GOAL 1 – Relationships

To build on existing and develop new relationships with Aboriginal and Torres Strait Islander stakeholders, organisations and Employer Partners to help foster the connection between the broader Australian community and Aboriginal and Torres Strait Islander peoples and advance reconciliation.

Actions

1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.
2. Build relationships through celebrating NRW and National Sorry Day.
3. Promote reconciliation through our sphere of influence.
4. Promote positive race relations through anti-discrimination strategies.
5. Launch our Innovate RAP among existing and new connections and networks



GOAL 2 – Respect

To raise the cultural competence of WPC staff to support Aboriginal and Torres Strait Islander pride, genuine understanding and respect of related cultures, rights and experiences.

Actions

1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week



GOAL 3 – Opportunities

To improve Aboriginal and Torres Strait Islander employment outcomes by sourcing employer partners committed to providing work for Aboriginal and Torres Strait Islander apprentices and trainees and engaging commercially with Aboriginal and Torres Strait Islander businesses to support social and economic gains.

Actions

1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.
3. Increase employer partner engagement in the hosting of Aboriginal and Torres Strait Islander apprentices and trainees.
4. Support apprentices and trainees with their cultural needs

Relationships

Fundamentally, WPC is inspired by diverse workforces and trust that it delivers better outcomes for its own business and that of its employer partners, a principle built on valued relationships.

Building strong relationships between Aboriginal and Torres Strait Islander peoples and other Australians is central to WPC’s strategy to develop and grow its business. Successful Aboriginal and Torres Strait Islander programs at WPC have come into fruition as a result of its robust relationships with employers, candidates and community organisations. This has involved respectful and trusted dialogue, open and transparent communication and information sharing to develop tailored programs, systems and protocols that are scalable and sustainable. Furthermore, and importantly, by placing Aboriginal and Torres Strait Islander peoples into apprenticeships and traineeships, WPC connects these peoples and other Australians in the workplace. This facilitates conversations and the sharing of experiences to help change attitudes and behaviours.



Goal: To build on existing and develop new relationships with Aboriginal and Torres Strait Islander stakeholders, organisations and employer partners to help foster the connection between the broader Australian community and Aboriginal and Torres Strait Islander peoples and advance reconciliation.

Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	July 2022	Group National Operations Manager
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	September 2022	Apprentice and Trainee Manager (WA)
Build relationships through celebrating National Reconciliation Week (NRW) and National Sorry Day.	Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff including National Sorry Day resources.	May 2022, 2023	Marketing Manager
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2022, 2023	Group National Operations Manager
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2022, 2023	Group National Operations Manager
	Organise at least one NRW event each year.	27 May- 3 June 2022, 2023	Group National Operations Manager

Action	Deliverable	Timeline	Responsibility
	Register all our NRW events on Reconciliation Australia's NRW website	May 2022, 2023	Marketing Manager
Promote reconciliation through our sphere of influence.	Implement strategies to engage our staff in reconciliation.	July 2022, 2023	Group National Operations Manager
	Communicate our commitment to reconciliation publicly.	May 2022	Marketing Manager
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	August 2022, 2023	Apprentice and Trainee Manager (SA)
	Collaborate with RAP Organisations and other like-minded organisations to develop ways to advance reconciliation.	October 2022, 2023	Apprentice and Trainee Manager (SA)
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 2022	Apprentice and Trainee Manager (Qld)
	Develop, implement and communicate an anti-discrimination policy for our organisation.	October 2022	Apprentice and Trainee Manager (Qld)
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	November 2022	Group National Operations Manager
	Educate senior leaders on the effects of racism.	December 2022	Group National Operations Manager
Launch our Innovate RAP among existing and new connections and networks.	Arrange a launch event to signify WPC's commitment to reconciliation and present the plan to stakeholders.	July 2022	Marketing Manager
	Develop collateral summarising RAP key deliverables to distribute at the event	July 2022	Marketing Manager

Respect

WPC respect and appreciate the culture and values that Aboriginal and Torres Strait Islander people bring to the workplace and believe that these improve business outcomes.

WPC acknowledge Aboriginal and Torres Strait Islander peoples as its First Peoples dating back thousands of generations and feel proud that Australia has the oldest customs and traditions on earth. Our respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights is important to our business as it influences the way we work with Aboriginal and Torres Strait Islander peoples and organisations. Our experience employing hundreds of Aboriginal and Torres Strait Islander apprentices and trainees since inception helps our organisation best incorporate culturally safe staffing processes and break down barriers whether during an interview, induction or in the workplace. We provide extra resources and guidance, support difficult conversations with workplace supervisors and create new ways to work, where required. By understanding and respecting our Aboriginal and Torres Strait Islander apprentices and trainees, we can help them achieve their goals - our fundamental goal. Respect for our Aboriginal and Torres Strait Islander apprentices/trainees is evident in our successes and celebration of their achievements. Over the years, WPC has supported hundreds of Aboriginal and Torres Strait Islander apprentices and trainees to access a career of their choice and we have shown our respect for their hard work and contributions by nominating them for important industry awards.



Goal: To commit to raising the cultural competence of WPC staff to support Aboriginal and Torres Strait Islander pride, genuine understanding and respect of related cultures, rights and experiences.

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	October 2022	Apprentice and Trainee Manager (WA)
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	December 2022	Apprentice and Trainee Manager (WA)
	Develop, implement and communicate a cultural learning strategy for our staff.	July 2023	Apprentice and Trainee Manager (SA)
	Provide opportunities for RAP Working Group members, HR Manager and other key leadership staff to participate in formal and structured cultural learning.	November 2023	Group National Operations Manager

Action	Deliverable	Timeline	Responsibility
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	November 2022	Group National Operations Manager
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	December 2022	Apprentice and Trainee Manager (Qld)
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	January 2023, 2024	Apprentice and Trainee Manager (WA)
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	January 2023, 2024	Group National Operations Manager
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	RAP Working Group to participate in an external NAIDOC Week event.	July 2022, 2023	Apprentice and Trainee Manager (Qld)
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	May 2022	Apprentice and Trainee Manager (Qld)
	Promote and encourage participation in external NAIDOC events to all staff.	June 2022, 2023	Apprentice and Trainee Manager (Qld)

Opportunities

WPC are passionate about delivering change to improve Aboriginal and Torres Strait Islander employment and training opportunities and investing in the capability of Aboriginal and Torres Strait Islander peoples.

As a GTO, WPC is in the business of creating opportunities for young people to start their career and grow into valued contributors in society. We know that most of the Indigenous population is made up of young people and that makes our commitments in this plan even more important. WPC’s core activities help nurture existing skills and develop new skills while providing an environment to start connecting with co-workers and build a network of internal and external customers. Our aim is to establish a foundation and work ethic that will build confidence and support future opportunities to advance their skills and job prospects.

Creating these opportunities begin with WPC’s promotion and culturally inclusive recruitment practices that allow Aboriginal and Torres Strait Islander peoples access to its career openings and this is achieved through building culturally competent staff and systems and processes accepted by Aboriginal and Torres Strait Islander peoples.

WPC fundamentally believe in life-long learning and this involves on-going professional and personal development for apprentices and trainees. WPC mentors visit the workplace to assess progress of its apprentices and trainees and at these points converse with both parties to discuss development opportunities outside of the apprenticeship/traineeship to assist engagement and productivity. These can be internal opportunities to engage in systems and processes to empower Aboriginal and Torres Strait Islander individuals or external training where a business need or personal interest is evident. If a WPC mentor identifies leadership qualities with Aboriginal and Torres Strait Islander apprentices/trainees, this also is discussed with the workplace supervisors to ear mark and support potential future leadership roles. Being in a position to facilitate these discussions provides additional support for Aboriginal and Torres Strait Islander apprentices/trainees growth, confidence and retention within the organisation, part of WPC’s retention strategy.



Goal: To improve Aboriginal and Torres Strait Islander employment outcomes by sourcing employer partners committed to providing work for Aboriginal and Torres Strait Islander apprentices and trainees and engaging commercially with Aboriginal and Torres Strait Islander businesses to support social and economic gains.

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander apprentices/trainees to inform future employment and professional development opportunities.	October 2022	Apprentice and Trainee Manager (SA)
	Engage with Aboriginal and Torres Strait Islander apprentices and trainees to consult on our recruitment, retention and professional development strategy.	October 2022	Apprentice and Trainee Manager (SA)
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	December 2022	Group National Operations Manager
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders and candidates.	February 2023, 2024	Recruitment Officer

Action	Deliverable	Timeline	Responsibility
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	May 2023	Apprentice and Trainee Manager (WA)
	Increase the percentage of Aboriginal and Torres Strait Islander apprentices/trainees and staff employed (or contractors to assist with specialised projects.)	February 2023, 2024	Group National Operations Manager
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	December 2022	Finance Manager
	Investigate Supply Nation membership.	February 2023	Finance Manager
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	August 2023	Group National Operations Manager
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses	June 2023	Apprentice and Trainee Manager (QLD)
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	December 2023	Group National Operations Manager
Increase Employer Partner engagement in the hosting of Aboriginal and Torres Strait Islander apprentices and trainees.	Develop a customer engagement strategy to generate interest and promote the benefits of hiring Aboriginal and Torres Strait Islander peoples.	June 2022	Sales Manager
	Review existing employer partner policies, agreement and processes to remove any barriers to engaging in Aboriginal and Torres Strait Islander apprentices/trainees.	August 2022	Apprentice and Trainee Manager (SA)
	Conduct an internal audit of communications on website, social media posts, brochures and other related collateral to ensure inclusive imagery, content and messaging.	September 2022	Marketing Manager
	Identify an Employer Partner champion/advocate of Aboriginal and Torres Strait Islander employment to promote the benefits to business.	October 2022	Apprentice and Trainee Manager (QLD)
	WPC to arrange a breakfast event for National Close the Gap Day across their offices and invite local employer partners and suppliers to support the initiative.	April 2023	Marketing Manager
Provide cultural support for apprentices and trainees	Inform Aboriginal and Torres Strait Islander apprentices and trainees during site visits of their rights to access cultural leave - available to them, if required.	June 2022, 2023	Apprentice and Trainee Manager (WA)
	Inform employers of the Shake a Leg Program, Aboriginal and Torres Strait Islander school-based program and cultural leave entitlements available for apprentices and trainees.	June 2022, 2023	Apprentice and Trainee Manager (WA)
	Develop information packs with relevant resources and support networks to provide to Aboriginal and Torres Strait Islander apprentices, trainees and employer partners during induction.	November 2022	Apprentice and Trainee Manager (WA)

Governance

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	May 2022 August 2022 November 2022 February 2023 May 2023 August 2023 November 2023 February 2024	Apprentice and Trainee Manager (QLD) /A&TQLD
	Establish and apply a Terms of Reference for the RWG.	April 2022	Apprentice and Trainee Manager (QLD)
	Meet at least four times per year to drive and monitor RAP implementation.	May 2022 August 2022 November 2022 February 2023 May 2023 August 2023 November 2023 February 2024	Apprentice and Trainee Manager (QLD)
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	June 2022	Group National Operations Manager
	Engage our senior leaders and other staff in the delivery of RAP commitments.	July 2022, 2023	General Manager
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	June 2022, 2023	Group National Operations Manager
	Appoint and maintain an internal RAP Champion from senior management.	May 2022	Apprentice and Trainee Manager (QLD)
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.	June 2022, 2023	Apprentice and Trainee Manager (SA)
	Contact Reconciliation Australia to request the unique link to access the online RAP Impact Measurement Questionnaire.	August 2022, 2023	Apprentice and Trainee Manager (SA)

Action	Deliverable	Timeline	Responsibility
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2022, 2023	Apprentice and Trainee Manager (SA)
	Report RAP progress to all staff and senior leaders quarterly.	December 2022, 2023	General Manager
	Publicly report our RAP achievements, challenges and learnings, annually.	January 2023, 2024	General Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022, 2024	Apprentice and Trainee Manager (WA)
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	April 2024	Group National Operations Manager
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	October 2023	Apprentice and Trainee Manager (QLD)

Contact details

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