

Innovate Reconciliation Action Plan

August 2021 - August 2023





Acknowledgement of Country

RAC acknowledges the Aboriginal peoples of Western Australia as the Traditional Custodians of the lands on which RAC have been operating for the past 116 years.

We are privileged to share their lands, throughout Western Australia. Boorloo (Perth) is where RAC Headquarters is based, the place where we work with and alongside Aboriginal and Torres Strait Islander families and communities. RAC honours and pay respect to Aboriginal Elders, past and present across the lands of Western Australia.

Note: Throughout this document some Aboriginal words and phrases are used or spelt differently based on the preferences of the individuals concerned.

Our vision for reconciliation

Our vision for reconciliation is an Australia where all peoples have equal opportunity in a society that learns, embraces and benefits from all cultures. Reconciliation must live in the hearts, minds and actions of all Australians as we move forward, creating a nation strengthened by respectful relationships between the wider Australian community and Aboriginal and Torres Strait Islander peoples.

RAC's purpose is to be the driving force for a better WA. Our membership base weaves the fabric of our organisation, and our ability to directly drive change within the community is backed by more than one million West Australians who are committed to positive change across our state.

By building our own knowledge and meaningfully engaging our members across the state, our hope is that RAC can be a part of supporting genuine and lasting change towards reconciliation.



- » TOP LEFT: Whadjuk Noongar Elder, Professor Leonard (Len) Collard and RAC Group Executive Social and Community Impact Pat Walker
- » TOP RIGHT: RAC Group CEO Rob Slocombe and Deputy Chief Financial Officer Neil Cooke
- » BOTTOM: Cecil Andrews College students with Principal Stella Jinman, Head of the Arts Department Nathan Setzinger, Aboriginal Educator and Artist Rhys Paddick and RAC RAP Program Advisor Elle Sossi



CEO Statement

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

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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. RAC continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

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

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

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

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

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

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

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

Congratulations RAC on your third RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia



About the artwork and the artist

The Artist in Residence Program was a Collaboration between RAC, Aboriginal Artist Rhys Paddick and 22 Aboriginal and Torres Strait Islander Students from Cecil Andrews College, Seville Grove.

The nine week program ran in terms 1 & 2 2021. The theme was 'Identity' who you are, how you see yourself. Students were encouraged to develop a story that is meaningful to themselves with the connection to Aboriginal and Torres Strait Islander culture.

At the conclusion of the program, RAC hosted an Art Exhibition at the college where students could showcase their artworks and invite their families to an

afternoon tea with all Cecil Andrews College Staff and the RAC RAP Working Group.

RAC acquired two artworks, one untitled work by Teija Morrision which is displayed at our Joondalup office and 'Heal Country' by Tiffany Buckley. Tiffany's story is below.

Our Aboriginal people have always had the ability to look after Country through cultural means this can be facilitated through the recovery of language and traditions, art, dance, stories, traditional food and medicines. The collective knowledge and wisdom of our people is also important for our healing. Healing gives us back to ourselves, to sit still, calm our minds, listen to the universe and allow our spirits to dance on the wind and drift into the Dreamtime. Healing ultimately gives us back to our country, to stand in our rightful place. Healing is not just about recovering what is lost or repairing what is broken. It is about embracing our life forces to create a new and vibrant fabric that keeps us grounded and connected. Time and time again we come together to achieve protection for our land, waters, sacred sites and cultural heritage from exploitation, desecration and destruction.

This painting represents the power of healing, strength, families and culture. It represents our elders coming together on country hunting, gathering, learning, respecting, teaching and healing our land. It shows our elders sitting around the campfires and along the riverside teaching our younger generations of woman and children where to collect foods like fruits, berries, nuts, roots, eggs and honey to feed and sustain their families.

Our country is sacred, strong and alive and when we care for our country, our country cares for us.



» TOP: Cecil Andrews College Student Tiffany Buckley with her artwork 'Heal Country'

» BOTTOM: Group Executive Social and Community Impact Pat Walker, Program Manager Liz Lockett and Internal Communications Manager Ros Nelli at RAC's West Perth office showcasing some of the artworks created by Students from Cecil Andrews College during the Artist in Residence Program

Our organisation

RAC is a purpose-led member organisation which has been proudly reinvesting in Western Australia for over 115 years.

From our origins as a small club of motoring enthusiasts in 1905, RAC has evolved into one of the most trusted and recognised brands in WA, serving more than one million members. RAC represents the interests of our members on issues such as road safety, fuel pricing, transport planning, community connectivity and sustainable mobility. Our Vision 2030 is for a safer, sustainable and connected future for Western Australians.

Headquartered in Perth, Western Australia, RAC now employs more than 1,900 people with approximately 7 employees' formally identifying themselves as Aboriginal or Torres Strait Islander peoples. RAC has offices in five regional locations (Albany, Bunbury, Mandurah, Geraldton and Kalgoorlie) as well as nine Parks and Resorts located as far north as Broome in the Kimberly region and as far south as Esperance in the Great Southern region. In addition to being a member organisation, RAC also provides several services to members through Roadside Assistance, Auto Services, Batteries, Tyres, Insurance, Security, Travel and Tourism, and Finance.

RAC has a membership base of over one million West Australians and is found in over 50% of homes across the state. As a purpose-led member organisation, we understand our role extends beyond our core services and recognise the need to reflect the diversity and changing needs of our members.

As we continue to grow and invest in the local community, so does our ability to meaningfully engage with our members. Our capacity to align with the collective voice of our members means that we have an ongoing opportunity to significantly drive change at a grassroots level.

Through our leadership and sphere of influence, we are committed to fostering positive relationships between the broader community and Aboriginal and Torres Strait Islander peoples.



A message from our Group CEO

I am proud to present RAC's third Reconciliation Action Plan (RAP). A significant step on our journey which builds on the work that preceded and has been delivered through completion of our previous Reflect and first Innovate Reconciliation Action Plans.

The establishment of our Reflect RAP more than seven years ago commenced our formal commitment to reconciliation. It provided the opportunity for us to establish a baseline for our organisation's understanding of cultural awareness and build the foundations for improved relationships, respect and opportunities.

Some changes have been small; all meeting rooms now have Aboriginal names (and their corresponding meanings), we have Acknowledgement of Traditional Custodian protocols which teams use prior to meetings and we provide corporate wardrobe options that feature bespoke Aboriginal designs. Our people are now in the driving seat of this change - in 2019 our people chose a Noongar word, Benang, as a project name for the largest and most ambitious IT project undertaken for many years.

Other approaches are of a larger scale and aim to improve the socio-economic outcomes for Aboriginal and Torres Strait Islander peoples. These include delivering road safety education to remote schools and communities, hosting Aboriginal and Torres Strait Islander cadetships, diversifying supply chains, and developing a Cultural Centre at RAC Monkey Mia Dolphin Resort.

We are particularly proud of our Community Ambassador Program. Through a partnership with Jawun – a not-for profit that builds capacity and empowers Aboriginal and Torres Strait Islander peoples and their communities – RAC people can apply for a six-week secondment in the Kimberley and Pilbara regions where they use their skills to support local communities. So far 26 of our RAC team have had the chance to share their skills and learn from these secondments

Equally as important as doing, is understanding, which is why we go to great lengths to measure the difference we're making both within our organisation and across West Australian communities.

With this RAP we extend our focus on reinforcing the foundations of respect and understanding we have started to build within our organisation. We will build momentum with a greater focus on making a difference beyond our organisation through more structured

external activity. As we mature our approach to reconciliation, we aim to achieve more meaningful outcomes for Aboriginal and Torres Strait Islander peoples, communities and businesses. We will implement our commitments by working together with Aboriginal and Torres Strait Islander employees, suppliers, and stakeholders to create tangible outcomes in our organisation, our communications and the products and services we offer.

While I am proud of what we have already achieved there is much more an organisation such as ours can do to build cultural respect and awareness, both within our organisation and by contributing to better social and economic outcomes for Aboriginal and Torres Strait Islander peoples throughout the state.

Organisations are in a unique position to champion true reconciliation in Australia. Those which embrace the opportunity by embedding it into their culture and strategic planning will be best prepared for the Australia of tomorrow.

RAC walks side by side with First Nations peoples in a movement of all Australians for a better future.



Robert Slocombe
Group CEO RAC WA



Our RAP

Our Reconciliation Action Plan (RAP) is a formal and public commitment to advancing reconciliation in our state and creating a better Western Australia for all who live here.

As an organisation we are focused on the future of our growing state, we rely heavily on our collective history and believe that only by learning, acknowledging and embracing it can we create an inclusive and progressive Western Australia. RAC will also benefit from the initiatives included in the RAP by improving and enhancing our own cultural awareness, which we can in turn share with our members, stakeholders and networks.

By implementing the new RAP, we can begin to plan practical actions and set goals to drive greater equality and, understanding, and in doing so make a meaningful contribution to reconciliation in Australia.

Our RAP has been developed in collaboration with our RAP Working Group, Diversity and Inclusion Council, and Senior Executives as well as our external RAP Advisory Group and Reconciliation WA.

The key to success for the RAP is leadership, beginning with the RAC Executive, who will be accountable for the delivery of targets. To ensure we deliver on the commitments, our RAP will be supported by an implementation plan.

RAC Executive

Our Executive provides leadership and direction for achieving our RAP. They will continue to assist with implementation and encourage the participation of all RAC people to make sure we deliver on our RAP commitments.

Inclusion Council

Reconciliation is a key pillar of RAC's commitment to Diversity and Inclusion

The Inclusion Council is the overarching body to ensure the successful execution of RAC's Diversity & Inclusion Strategy. The Inclusion Council aims to achieve its strategy through support of, and collaboration with, the Identity Resource Groups, Working Groups, and D&I Communications Group.

Reconciliation Action Plan Working Group Chair and Executive Sponsor

Our RAP Working Group which leads the implementation of RAP actions is Chaired by RAP Champion Pat Walker, Group Executive Social and Community Impact.



» LEFT: Shields (2019) in our Joondalup office courtyard. By Noongar Artist Yondee Shane Hansen created for RAC in celebration of NAIDOC week.



Reconciliation Action Plan Working Group

The RAC RAP Working Group comprises 18 people including Aboriginal and Torres Strait Islander representation from a range of roles, business units and seniority from across the organisation who are dedicated, committed and passionate about helping to drive greater understanding and respect of Aboriginal and Torres Strait Islander cultures. The Working Group is chaired by Pat Walker Group Executive Social and Community Impact. Our Working Group meet at least bi-monthly and together they are the driving force behind our reconciliation efforts and activities. The RAP Working Group is supported by the RAP Support Group, which comprises individuals who are equally passionate about reconciliation and are the first to get involved and support the activities of the RAP Working Group. Our terms of reference allow for interested Aboriginal and Torres Strait Islander people to join the RWG at any time and we currently have two Aboriginal members.

Patrick Walker (Chair)

Group Executive Social and Community Impact

Tracy Hailstones (Co-chair)

Senior Manager Strategy & Integration, Motoring Executive

Elizabeth Lockett (Stream Lead)

Program Manager, Social and Community Impact

Elle Sossi - (Secretary)

RAP Program Advisor, Social and Community Impact

Len Strickley

Patrol Team Manager, Motoring and Home Services

Rosalind Nelli

Internal Communications Manager

Dean Massie

General Manager Operations, Parks and Resorts

Kristy Thomas

Community Volunteering Advisor

Kristy-Lee Morris

Team Manager, Albany Member Service Centre

Kendell Terrell

Sponsorship Advisor, Social and Community Impact

Laurence Williams

Sales Manager, Sales and Member Service

Carlie Jones

Corporate Volunteering Advisor, Social and Community Impact

Caroline Narbey

Commercial Contracts Specialist, Commercial Operations

Brad Chalder

Manager Business Model Innovation

Linda Skaar

Portfolio Manager, Group Project Management Office

Jaleesa Maher

Digital Analyst, Group IT Operations

- » TOP LEFT: RAC Group Executive Tourism Tony Pickworth with Malgana Elder Bobby Hoult delivering the Welcome to Country during the opening of the RAC Monkey Mia Dolphin Resort.
- » RIGHT: Staff volunteering at the 2021 'More than a word' Walk for Reconciliation
- » BOTTOM LEFT: Staff enjoying Nyoongar Artist Sharyn Egan's weaving during NAIDOC week celebrations 2021

Our People

RAC people are encouraged to participate in our RAP activities and events, communicate our reconciliation message, and influence peers to build positive relationships between Aboriginal and Torres Strait Islander peoples and organisations.

Advisory Group

RAC has been very fortunate to have the following members from our external Advisory Group provide their assistance, guidance and advice to our organisation. We are extremely grateful for their contribution.



Gerry Matera,
Nyoongar Traditional Custodian

As a passionate advocate for Aboriginal and LGBTQI community affairs, A successful businessman - Gerry has founded several successful Aboriginal-owned businesses. While working with the broader business community to create meaningful, sustainable, positive change for people of both Aboriginal and LGBTQI communities. He develops solutions and strategies that give Aboriginal & LGBTQI people the opportunity to realise their potential and to inspire a new generation of socially responsible enterprises serving Australian industry, Aboriginal & LGBTQI communities and the greater good.

He is also the Chairperson of the Global Roaming Pilbara Foundation, a NFP set up to tackle issues head on that face many remote Aboriginal communities.

Gerry's work to date has focused primarily on his heritage as a proud Nyoongar man, creating both employment and training opportunities for other Aboriginal peoples.



Libby Jackson-Barrett

Libby Jackson-Barrett has worked in Initial Teacher Education for 19 years and a Senior Lecturer and Senior Indigenous Researcher within the School of Education and Kurongkurl Katijin at Edith Cowan University. Libby, a Wudjari Whadjuk Nyungar woman has a particular interest in culturally relevant and critical pedagogy, diversity, inclusively and Indigenous education issues.

Libby has worked on numerous research projects in Aboriginal Education including currently On Country Learning, receiving recognition as an Innovative Pedagogical approach in the Early Years for the Asia Pacific Region by ARNEC. Libby is a member of the Australian Council Education Research (ACER) team for the Logie award winning first Indigenous animation, Little J and Big Cuz and is part of the Wirrpanda Foundation's Deadly Sista Girlz Project.



Jacqueline McGowan-Jones

Jacqueline has a long history in working in Indigenous Affairs, including ATSIC as well as holding a variety of Senior Executive roles in the Commonwealth, WA and Victorian Governments - including in Child Protection, Human Services, Health, Education and the NDIA. She has also worked in the not-for-profit and private sector. Jac joined Thirrili as the Chief Executive Officer in June 2020.

An Aboriginal woman with family connections in the Northern Territory and Victoria, she is committed to improving lives of Aboriginal and Torres Strait Islander peoples and this, combined with her personal experience of family suicide, brought her to Thirrili.

RAC participates in several activities in the spirit of reconciliation.

RAC is proud to be a Corporate Partner of Jawun, a not-for-profit organisation that places skilled people from Australia's leading companies and government agencies into Aboriginal and Torres Strait Islander organisations, supporting them to achieve their own development goals. As part of our commitment to reconciliation, RAC has committed to support four six-week secondments each calendar year since 2014.

RAC values the importance of Aboriginal and Torres Strait Islander peoples' artwork and has commissioned paintings and sculptures to encapsulate RAC and our journey towards reconciliation. In 2019 RAC installed a temporary art gallery of Aboriginal art in the Member Service Centre based at our head office in West Perth. Artwork was also commissioned for the development of scarves and ties as part of uniform options for RAC employees. As a public and highly visible demonstration of our commitment to reconciliation, several of our patrol vans and fleet vehicles have been wrapped in Aboriginal artwork.

Furthermore, in support of National Reconciliation Week, RAC has committed to support the Department of Aboriginal Affairs Street Banner Project annually since 2015.

RAC, through its Community Education Program, has travelled around the state teaching students and community groups about road safety. Representatives from RAC's Community Education team have visited many Aboriginal and Torres Strait Islander students and communities in locations such as Broome, Le Grange remote community, Halls Creek, Kununurra and Fitzroy Crossing.

During professional forums, RAC acknowledges the Traditional Custodians of the Land and supports

Welcome to Country ceremonies at formal events such as the RAC President's Cocktail Function that recognises RAC's work in advocacy and the Western Australian community. Such events are regularly supported with the engagement of local Aboriginal owned businesses.

RAC also acknowledges the land and the important role it plays in Aboriginal and Torres Strait Islander cultures. With over 22 office locations across Western Australia RAC has placed Acknowledgement of Country Plaques at all of our physical locations to pay our respects to the Traditional Owners of where they are located.

RAC's office in Joondalup is located alongside a regional park and the park itself is named after an important Noongar Elder of the early colonial period, Yellagonga. Understanding the country in which RAC's offices are located is important to RAC and to recognise this a collection of plants that are native to the Yellagonga area have been planted throughout the gardens. As part of our staff onboarding at this site, a tour of the facilities for new starters includes specific reference to the significance of the land and native flora.

RAC Holiday parks and resorts are located across WA from as far north as Broome and as far south as Esperance. Our Parks and Resorts are pleased to work with local Aboriginal tourism operators, not only to encourage the future growth of these businesses, but also to offer unique experiences that enable guests to raise their cultural awareness.

All our Parks and Resorts are committed to work with local Aboriginal tourism operators to offer our guests unique experiences.

Finally, regarding evaluating our progress, each year RAC employees are encouraged to participate in a Diversity and Inclusion survey. The findings are used to guide and target strategic initiatives that can be implemented within the organisation for continued learning and growth.

» Staff from Motoring and Home Services featuring our latest wrapped vehicles.





» Senior Noongar and Whadjuk Country Traditional Owner
Danny Ford facilitating Cultural Awareness Training



Innovate Reconciliation Action Plan

1. Relationships

Building strong and lasting relationships is a key pillar in our plan towards reconciliation. Developing and maintaining respectful relationships is the foundation of mutually beneficial and sustainable opportunities.

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.	December 2021	Group Executive Social and Community Impact and Group Executive Tourism
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.		
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to RAC people.	May 2022, 2023	Group Executive Social and Community Impact
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2022, 2023	
	Encourage and support RAC employees including senior leaders to participate in at least one external event to recognise and celebrate NRW.		
	Organise at least one NRW event each year.	May 2022, 2023	
	Register all our internal NRW events on Reconciliation Australia's NRW website.		
Promote reconciliation through our sphere of influence.	Implement strategies to engage RAC people in reconciliation.	May 2023	Group Executive Social and Community Impact
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	March 2023	
	Collaborate with Reconciliation WA and attend hosted events that bring together other like-minded organisations to develop ways to advance reconciliation.	September 2021, 2022	
	Investigate the development of joint ventures, partnerships, pro bono support or secondment and community capacity opportunities.	January 2023	
	Develop the Welcome to Country Project that increases awareness about the traditional lands at selective locations.	June 2022	
Demonstrate RAC's commitment to reconciliation by communicating messages which support reconciliation to RAC members and the community	Communicate in the RAC member magazine, Horizons, at least one cultural awareness article each year	July 2022, 2023	Chief Member Officer
	Communicate reconciliation messages via RAC website	February 2022, February 2023	Group Executive Social and Community Impact
	Review and implement a strategy to communicate RAC RAP commitments and progress to all internal and external stakeholders.	October 2021	Group Executive Social and Community Impact
	Communicate our commitment to reconciliation publicly through social media, member emails and RAC member magazine.	May, July 2022, 2023	Group Executive Social and Community Impact
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.	December 2021	Group Executive People
	Review anti-discrimination policy with Aboriginal and Torres Strait Islander staff and/or advisors.	March 2022	
	Communicate the organisation's anti-discrimination policy to RAC people.	July 2022	
	Educate senior leaders on what racism is and the effects it has.	February 2022	

2. Respect

Respect is built on the understanding and acceptance of our individual and collective differences. RAC aims to build on this understanding and create acceptance and respect through these activities. This is an important step for building a strong foundation towards reconciliation.

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop and implement an Aboriginal and Torres Strait Islander cultural awareness training strategy for RAC people which defines continuous cultural learning needs of employees in all areas of our organisation and considers various ways cultural learning can be provided (online, face-to-face workshops or cultural immersion).	October 2021	Group Executive People, Innovation and Capability
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	September 2021	Group Executive Social and Community Impact
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	March 2022	Group Executive People
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase RAC peoples' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2023	Group Executive Social and Community Impact
	Review and update and communicate a cultural protocol document, including protocols for Acknowledgement of Country and Welcome to Country.	August 2022	
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	May 2022, May 2023	
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of significant/major meetings.		
	Meeting agenda and corporate PowerPoint templates to include an Acknowledgement of Country.		
	Staff are given the option to include an Acknowledgment of Country in email signature blocks.		
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.	First week in July 2022, 2023	Group Executive Social and Community Impact
	Review HR policies and procedures to remove barriers to RAC people participating in NAIDOC Week.	June 2022, 2023	Group Executive People
	Promote and encourage participation in external NAIDOC events to all RAC people.	First week in July 2022, 2023	Group Executive Social and Community Impact
Demonstrate RAC's commitment to reconciliation by displaying visible examples in RAC workplaces	Commission further artworks from Aboriginal and Torres Strait Islander Peoples for display at RAC's West Perth and Joondalup buildings and other RAC properties and workplaces to visibly demonstrate respect to Aboriginal and Torres Strait Islander Peoples within RAC workplaces.	August 2021, 2022, 2023	Group Executive Social and Community Impact
	Commission artworks, purchase furnishings and incorporate throughout interior design to enhance the connection to meeting room names on each floor of head office building.	January 2022	
	Provide uniform options for RAC people to demonstrate their respect for Aboriginal and Torres Strait Islander peoples	May 2022, May 2023	

3. Opportunities

RAC aims to create opportunities for Aboriginal and Torres Strait Islander peoples through employment, community engagement and building business capability. We recognise that by focusing on these key areas we can create opportunities, leading to positive outcomes that will support Reconciliation.

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	August 2023	Group Executive People
	Engage with Aboriginal and Torres Strait Islander RAC employees to consult on our recruitment, retention and professional development strategy.	December 2021	
	Review current HR and recruitment procedures and policies to ensure the removal of any barriers to Aboriginal and Torres Strait Islander participation across RAC's workplace.	December 2021	
	Develop an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	December 2021	
	Implement and communicate the Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	January 2022	
	Provide mentoring and training for managers and leaders of Aboriginal and Torres Strait Islander employees.	March 2022	
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander candidates.	June 2022, June 2023	
	Investigate a range of Aboriginal and Torres Strait Islander employment pathway programs across the organisation (eg traineeships, internships, cadetships, secondments).	December 2021	
	Trial a range of Aboriginal and Torres Strait Islander employment pathway programs across the organisation (eg traineeships, internships, cadetships, secondments).	December 2022	
	Review and evaluate the range of employment pathways trialled across the organisation.	April 2023	
Support Aboriginal and Torres Strait Islander employees in their professional development	Collect information on all consenting Aboriginal and Torres Strait Islander employees to inform future employment and professional development opportunities.	December 2021	Group Executive People
	Implement an Aboriginal and Torres Strait Islander professional mentoring network.	May 2022	
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.	January 2022	Chief Operating Officer
	Maintain Supply Nation membership.	August 2021, 2022	
	Develop and communicate opportunities for the procurement of goods and services from Aboriginal and Torres Strait Islander businesses to RAC internally.	December 2021	
	Review and update procurement practices to remove barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses.		Group Executive Tourism
	Actively promote Aboriginal and Torres Strait Islander owned tourism services in the vicinity of RAC Parks and Resorts		
	Invite and encourage local Aboriginal and Torres Strait Islander owned businesses to tender for contracts related to development of RAC Parks and Resorts	April 2023	
	Develop commercial relationships with Aboriginal and Torres Strait Islander businesses.	December 2022	

4. 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.	July 2022, 2023	Group Executive Social and Community Impact
	Review and maintain Terms of Reference for the RWG.	September 2021	
	Meet at least four times per year to drive and monitor RAP implementation.	February, April, June, September, and December 2021, 2022, 2023	
Report RAP achievements, challenges and learnings	Define resource needs for RAP implementation.	August 2021, 2022, 2023	Group Executive Social and Community Impact
	Engage our senior leaders and other staff in the delivery of RAP commitments.		
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	August 2021, August 2022	
	Maintain an internal RAP Champion from senior management.	August 2021, 2022, 2023	
	Maintain the external Aboriginal and Torres Strait Islander Advisory Group to provide cultural advice and guidance to RAC for the duration of this RAP.	March 2022, 2023	
	Review of Terms of Reference for the external Aboriginal and Torres Strait Islander Advisory Group and its membership.	November 2021, November 2022	
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2021, 2022	Group Executive Social and Community Impact
	Report RAP progress to all RAC people and senior leaders quarterly.	March, June, September, and December 2021, 2022, 2023	
	Publicly report our RAP achievements, challenges, and learnings, annually.	December 2021, December 2022	
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	
	Investigate reporting on effect of Reconciliation efforts as part of broader Social Impact reporting	December 2021	
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	November 2022	Group Executive Social and Community Impact

Timeline of Achievements

2014

- > RAC begins holding a Welcome to Country at annual President's Cocktail Function.
- > RAC establishes its first 'Reflect' Reconciliation Action Plan which is formally endorsed by RAC Council.
- > A RAP Advisory Group is formed comprising of key Aboriginal representatives.
- > A RAP Working Group is formed.
- > RAC protocols and guidelines on Acknowledgement of Country and Welcome to Country ceremonies established.
- > RAC commissions its first artwork 'Warrt Koorling' by Wendy Hayden and Joanna Robertson for display at the RAC West Perth office.
- > RAC commits to a three-year Corporate Partnership with Jawun and five RAC people each completed a six-week secondment in the East Kimberley region.

2015

- > RAC sponsors its first National Reconciliation Week banners.
- > NAIDOC Week celebrations held for all RAC staff with staff receiving bookmarks featuring the 'Warrt Koorling' artwork as a gift
- > Through our Jawun partnership, four more RAC people each completed a six-week secondment in the East Kimberley region
- > RAC Joondalup office establishes a native garden
- > RAC purchases Monkey Mia Resort and in doing so is assigned the native title agreement that has obligations with the Malgana Aboriginal Working Group.

2016

- > RAC develops its first 'Innovate' RAP
- > Artwork 'Reconciliation' by Annabella Flatt is commissioned for display at the RAC Joondalup office
- > RAC commits to supporting the 2016 National Reconciliation Week Banners program with 8 banners.
- > National Reconciliation Week events are held in RAC's West Perth and Joondalup offices.
- > RAC expands its Jawun commitment to support secondments in both the East and West Kimberley regions

- > Through our Jawun partnership, four more RAC people each completed a six-week secondment in the Kimberley region
- > Parks and Resorts meet with the Malgana claimants and confirms its commitment to honour the native title agreement which include hosting two indigenous traineeship with a Certificate 2 in Hospitality Operations

2017

- > RAC re-names meeting rooms at all our West Perth, Joondalup, Campbell Street and Welshpool offices with names in the local Noongar Language.
- > RAC commits to supporting the 2017 National Reconciliation Week Banners program
- > Through our Jawun partnership, three more RAC people each completed a six-week secondment in the Kimberley region
- > RAC established an agreement to support Reconciliation WA via RAC's Corporate Volunteering program
- > National Reconciliation Week events are held in RAC's West Perth and Joondalup offices, featuring the unveiling of the new artwork 'Reconciliation'. By Annabella Flatt
- > RAC produces a tie and scarf featuring artwork by Beverley Egan as part of the corporate wardrobe options.

2018

- > RAC continues our Street Banner Project Commitment
- > National Reconciliation Week events are held at RAC's West Perth and Joondalup offices with Professor Len Collard from UWA providing a Welcome to Country and Gail Adamson, Director of Kaata Tidje sharing her story.
- > Two RAC patrol vehicles and a pool car are wrapped in the artwork Whadjuk Country by Beverley Egan
- > Through our Jawun partnership, four more RAC people each completed a six-week secondment in the Kimberley region
- > Local Malgna Elder Bobby Hoult conducts the Welcome to Country Ceremony in front of the Premier and dignitaries for the RAC Monkey Mia Dolphin Resort opening
- > Large Indigenous trade representation during the construction of the newly redeveloped RAC Monkey Mia Dolphin Resort



» Whadjuk-Yuet-Ballardong man and talented artist Kevin Bynder with his artwork titled, Dandjoo Koorliny, Noongar for 'Coming together'. This painting is a celebration of the Whadjuk Noongar Boodja (country). The artwork's many intricate dots represent our people coming together to work and achieve great things.

2019

- > RAC is a Supporting Partner of the 2019 National Reconciliation Action Plan Conference held at RAC Arena
- > RAC continues our commitment to the Street Banner Project
- > National Reconciliation Week events are held in RAC's West Perth and Joondalup offices, with Lunch and Learn sessions focussing on the meaning of Sorry Day
- > RAC Parks and Resort properties continue to promote and ticket the indigenous tour operators that work in their regions
- > RAC Parks and Resorts are a sponsor the World Indigenous Tourism Conference held in Perth
- > RAC installs a temporary gallery of Aboriginal art in the West Perth head office Member Service Centre featuring 24 works from 18 artists from across Western Australia
- > RAC produces reusable coffee cups for use by RAC people featuring the artwork 'Whadjuk Country' by Beverley Egan.
- > RAC joins Supply Nation
- > Through our Jawun partnership, five more RAC people each completed a six-week secondment in the Kimberley region, taking the total number of secondees supported since 2014 to 26
- > RAC extends its commitment to the Jawun program adding the South-West region
- > The RAC Community Education team present their 36th presentation at regional and remote aboriginal schools in Western Australia
- > Artwork 'Shields' by Yondee Shane Hansen is commissioned for display at RAC Joondalup office. This artwork was unveiled as part of NAIDOC week celebrations which included RAC's first smoking ceremony
- > Artwork 'Fire and Water' by Yondee Shane Hansen is purchased for display at RAC Joondalup office
- > Artwork 'After Rain - Gascoyne' by Sonya Edney is purchased for display at RAC West Perth Office
- > Acknowledgement of Country Plaques are placed at over 22 sites that house RAC office locations in WA
- > Staff vote to name major IT infrastructure project 'Benang' the Noongar word for 'tomorrow'
- > The RAC Diversity and Inclusion Strategy is launched as part of our NAIDOC week celebrations

2020

- > Face Cultural Awareness Training for Leaders commences facilitated by Danny Ford of Kambarang Services
- > RAC takes its Reconciliation Week activities online as COVID-19 restrictions make it impossible to meet
- > Through our Jawun partnership, four more RAC employees are selected to attend a six-week secondment in the Kimberly and Pilbara regions of Western Australia. Only one secondment is completed prior to COVID-19 restrictions
- > NAIDOC week celebrations held at our offices in West Perth, Colliers Pass, Campbell Street and Welshpool including a Welcome to Country and Smoking Ceremony by Noongar man Mathew McGuire
- > Appointment of a new role, RAP Program Advisor to drive our RAP Commitments
- > Renewed Supply Nation membership with internal procedures created to encourage the organisation to engage Aboriginal and Torres Strait Suppliers

2021

- > RAC develops an Artist in Residence program to give Aboriginal and Torres Strait Islander high school students the opportunity to work with a local Aboriginal artist
- > RAC commissioned Whadjuk-Yuet-Ballardong man and local artist Kevin Bynder to create a bespoke artwork.
- > Motoring & Home Services have five wrapped vans featuring the artwork 'Whadjuk Country' by Beverley Egan
- > Through our Jawun partnership, four more RAC employees are selected to attend a six-week secondment in the Kimberly, Pilbara and South West regions of Western Australia
- > RAC continues the sponsorships of the Street Banner Project
- > National Reconciliation Week events are held internally which included weaving workshops with Noongar Artist Sharyn Egan and 'Acknowledge This' lunch and learns facilitated by Rhys Paddick and Emma Gibbens
- > RAC people volunteers to support Reconciliation WA with the Walk for Reconciliation
- > NAIDOC week celebrations included an exhibition of the students' artworks from the Artist in Residence Program. Completed artworks were showcased at our West Perth Office.





For further information please contact
rapcommittee@rac.com.au