



INNOVATE

RECONCILIATION ACTION PLAN 2017-19



ARTWORK: *Blue Water Journeys, Dialogue into Culture* | ARTISTS: Arone Meeks, Glen Mackie & Theo Tremblay

In a practical demonstration of Reconciliation, ITEC Health & Safe Pathways commissioned three talented artists to collaborate on an artwork to reflect the key RAP themes of Relationships, Respect and Opportunities.

Arone Meeks of the KuKumidiji Tribal group, KuKulandiji Language group of North Queensland, Glen Mackie of the Iamalgal, and Torres Strait and American Canadian migrant, Theo Tremblay, combined their talents to produce our stunning RAP artwork titled: ***Blue Water Journeys, Dialogue into Culture***.

Under the unifying night sky, we all share, and directed by the stars, the central longboat represents the metaphor of containment, inclusiveness and life's journey.

Mackie's totems of crocodile and tiger shark, respectively reflect protection and cunning and fearless calm against obstacles of danger and risk. Guided by ancestors, an elder shares lore and traditional knowledge to youth in a process of cultural preservation, maintenance and development in a dynamic world. The serpent is representative of creation, spirituality and origin as are the four masked ceremonial brothers, Malu, Sigai, Kulka and Sau.

Meeks states of his contribution:

"The seated spirit figure covered in designs on the left represents Elders who guide and strengthen culture. Exposed are the jewel-like, vital but vulnerable organs demanding care and respect. The figure ascending the stars imparts skills and knowledge, connecting stars to country, while touching heart and lungs, asserting the need for environmental and spiritual well-being.

To the left of the seated figure, rising from the stern of the boat is a youth bearing dillybags, implying the collection of cultural and practical knowledge to mature in to adulthood. The large circular sphere has many mirrored points of the iconic Southern Cross constellation. Towards the far right, is a fertility shape containing both male and female shapes."

Tremblay, as the Master Printer of the carved vinyl, has rainbow blended four shades of blue and hand tinted with watercolours to bring to life the final outcome on quality paper. This handcrafted fine art print is made by a hand-rolling process and is available in a limited edition of 30 from Editions Tremblay at the Canopy Art Centre in Cairns, North Queensland.

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RECONCILIATION AUSTRALIA CEO'S MESSAGE

This Innovate RAP demonstrates ITEC Health and Safe Pathways' readiness to develop and test innovative approaches to reconciliation and to champion it at every level of the organisation. ITEC Health and Safe Pathways' commitments in this RAP stand them in good stead to progress reconciliation through developing relationships, respect and opportunities.

With a proud history spanning 20 plus years, ITEC Health and Safe Pathways' understand the importance of building and maintaining meaningful, respectful relationships with Aboriginal and Torres Strait Islander communities and organisations in order to achieve mutually beneficial outcomes. An example of how it achieves these relationships is through its goal to develop and implement a plan to work as partners, and in partnership, with local Aboriginal and Torres Strait Islander communities.

Respect and understanding for Aboriginal and Torres Strait Islander peoples, histories and cultures is key to ITEC Health and Safe Pathways' core values; as exemplified by their commitment

to provide opportunities for RAP champions, HR managers and other key leadership staff to participate in cultural training.

ITEC Health and Safe Pathways are proud to say that 18 percent of their employees are Aboriginal and/or Torres Strait Islander. Their dedication to providing further opportunities and employment pathways for Aboriginal and Torres Strait Islander peoples is communicated through their aim to identify opportunities where the My Pathway Senior Leadership Team (SLT) can increase Aboriginal and Torres Strait Islander representation.

On behalf of Reconciliation Australia, I commend ITEC Health and Safe Pathways on their inaugural RAP and I look forward to following their continued reconciliation journey.

A handwritten signature in black ink, appearing to read 'Justin Mohamed', written in a cursive style.

Justin Mohamed
Chief Executive Officer
Reconciliation Australia



ITEC HEALTH & SAFE PATHWAYS CEO'S MESSAGE

ITEC Health & Safe Pathways acknowledges the Aboriginal and Torres Strait Islander peoples as the first Australians and the traditional custodians of the States and Territories of Australia.

ITEC Health & Safe Pathways are dedicated to supporting vulnerable community members with care and health services to create a more inclusive Australia.

Our 'Innovate' Reconciliation Action Plan (RAP) builds on our social inclusion efforts with a focus on Aboriginal and Torres Strait Islander peoples and culture. We are committed to engaging and educating our management team and all our staff to improve the way we support our Indigenous care recipients, children and families.

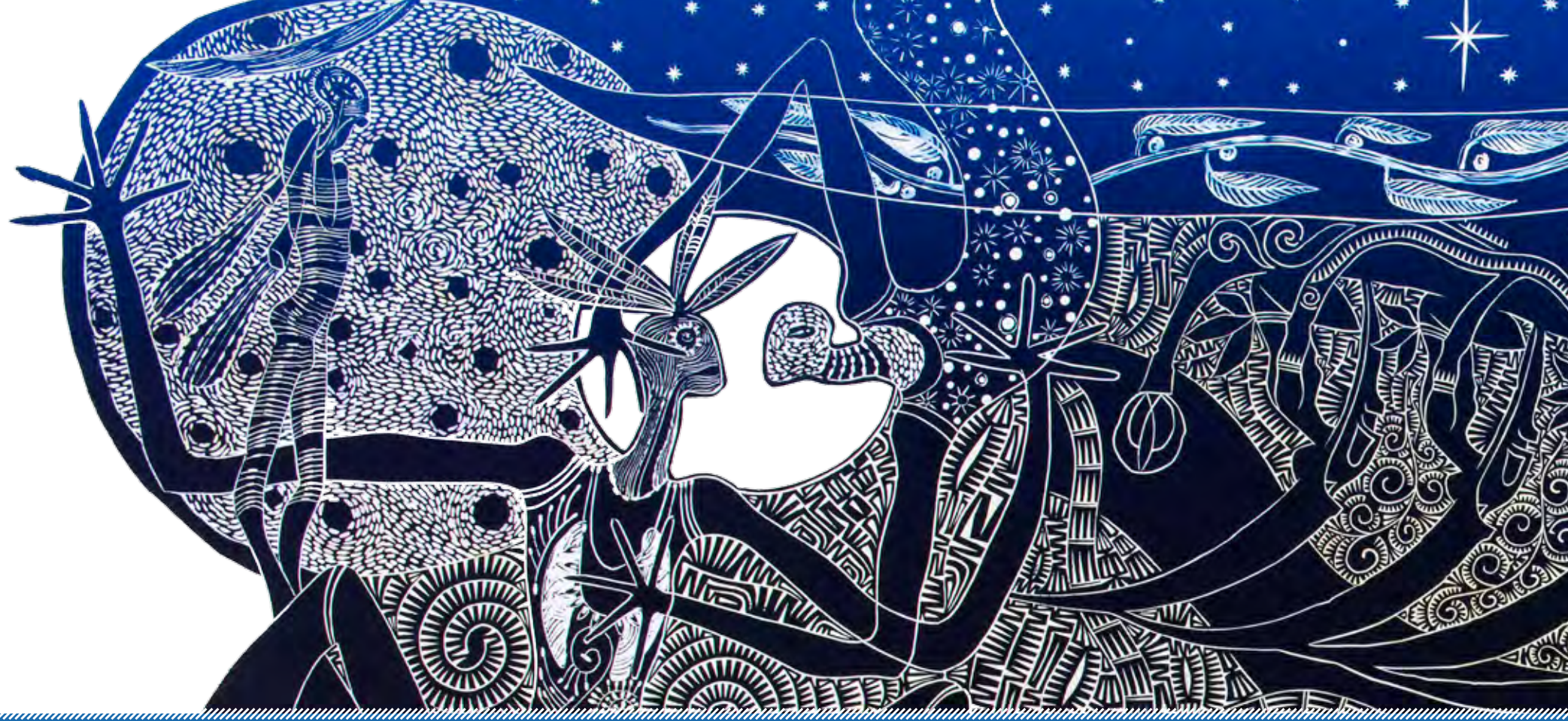
Our RAP outlines the journey we have planned to strengthen the relationships between ITEC Health & Safe Pathways and Aboriginal and Torres Strait Islander peoples.

Our aim is to deepen our understanding, develop our partnerships and improve awareness of the many cultures and traditions that exist within our communities.

As an organisation with an incredibly diverse workforce, we are excited to begin our journey with Reconciliation Australia and look forward to sharing our RAP progress. We firmly believe that supporting the success and prosperity of Indigenous peoples, will have a positive impact on all Australians.

A handwritten signature in black ink, appearing to read 'L Walker'.

Lynn Walker
Chief Executive Officer
ITEC Health & Safe Pathways



OUR VISION FOR RECONCILIATION





OUR VISION FOR RECONCILIATION

ITEC Health & Safe Pathways are committed to increasing opportunities and improving outcomes for Aboriginal and Torres Strait Islander peoples and in doing so, share Reconciliation Australia's vision for 'everyone to wake to a reconciled, just and equitable Australia'.

ITEC Health & Safe Pathways pays its respects to the traditional owners of the past, present and future for maintaining culture and connection to country, land and sea.

We respect and recognise the cultures and contribution of our Indigenous peoples and support reconciliation between Aboriginal, Torres Strait Islander and non-Indigenous Australians.

As one of Australia's leading providers offering community-based social services, it is our main purpose to provide a positive difference to the lives of Aboriginal and Torres Strait Islander peoples and the communities in which they live.

Our vision for reconciliation will be realised when all Aboriginal and Torres Strait Islander peoples have access to the opportunities they desire, enabling every Indigenous person the ability to forge their own pathway.

To realise this vision, we pledge to:

- Continue to actively promote positive life outcomes for Aboriginal and Torres Strait Islander peoples
- Enable Aboriginal and Torres Strait Islander peoples access to social services that empower and provide choices that fosters social inclusion
- Provide support when requested to build the capacity of Indigenous peoples and the wider communities in which they live.

OUR BUSINESS

Mission

ITEC Health & Safe Pathways founder, Mr Ken O'Brien, was a passionate man with a profound respect for Aboriginal and Torres Strait Islander peoples. His determination and appreciation of our diverse Indigenous cultures, to this day, remain at the core of what we do.

Ken's original vision of '*making a difference to people's lives through assisting in the journey into job placement*', has forged the pathway toward today's corporate mission.

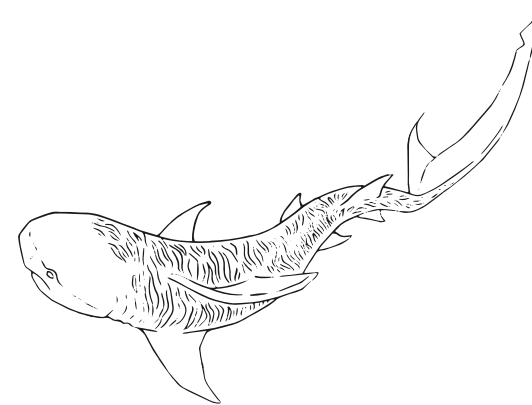
It declares our purpose as a company to '*empower clients and staff to achieve their full potential and realise their goals*'.

This mission serves as the standard against which we weigh our actions and decisions.

Vision

We have a firm and long-standing vision of providing '*Individual and equal choice*'.

This vision is being realised by providing professional, quality and personalised services to our clients by continuously keeping in touch with their needs and tailoring our services accordingly.



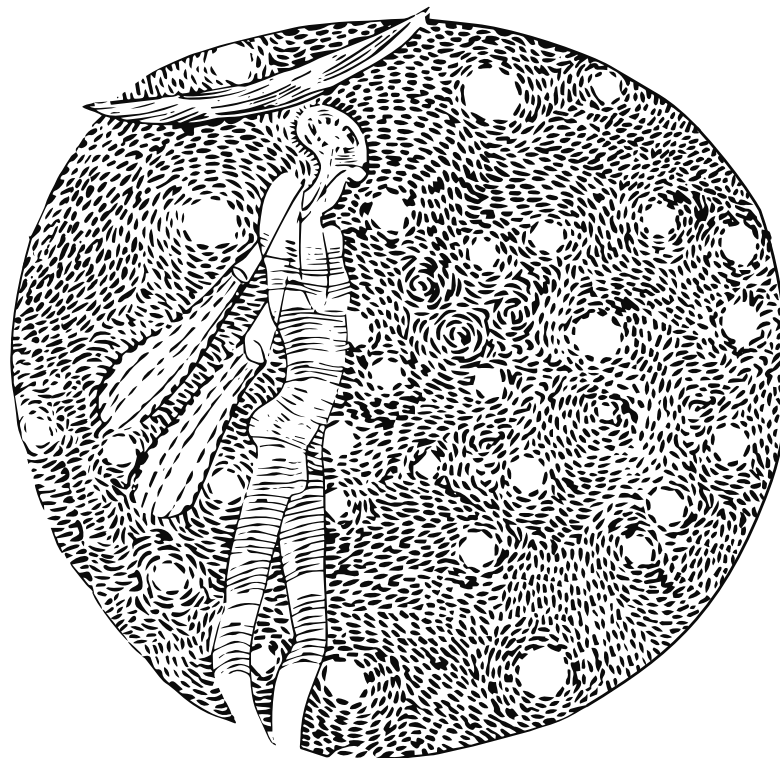
OUR CORE PURPOSE

We are a family owned business, employing 324 people nationally, of which 18% are Aboriginal and/or Torres Strait Islander.

At ITEC Health & Safe Pathways, we recognise that much of Australia's current cultural and economic prosperity and future optimism comes as a result of the land's natural resources and historical events and practices.

With a deep respect for Aboriginal and Torres Strait Islander cultures, we draw together the strength of a number of entities, all focusing on the delivery of high-quality services in regional and remote communities throughout Australia.

In all that we do, our focus and vision is to put our people and their communities first. We work in partnership with the community to ensure our services are engaging, sustainable and worthwhile.

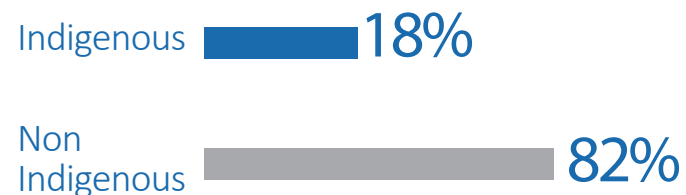


OUR CULTURAL DIVERSITY

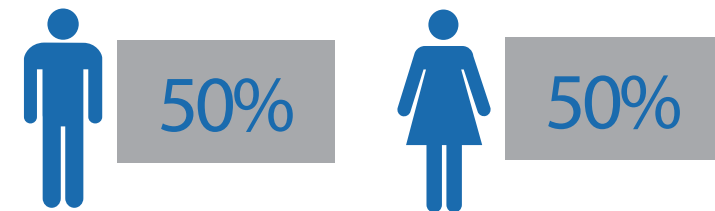
TOTAL STAFF



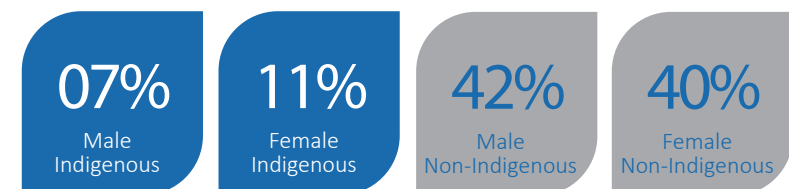
STAFF BREAKDOWN



GENDER EQUALITY

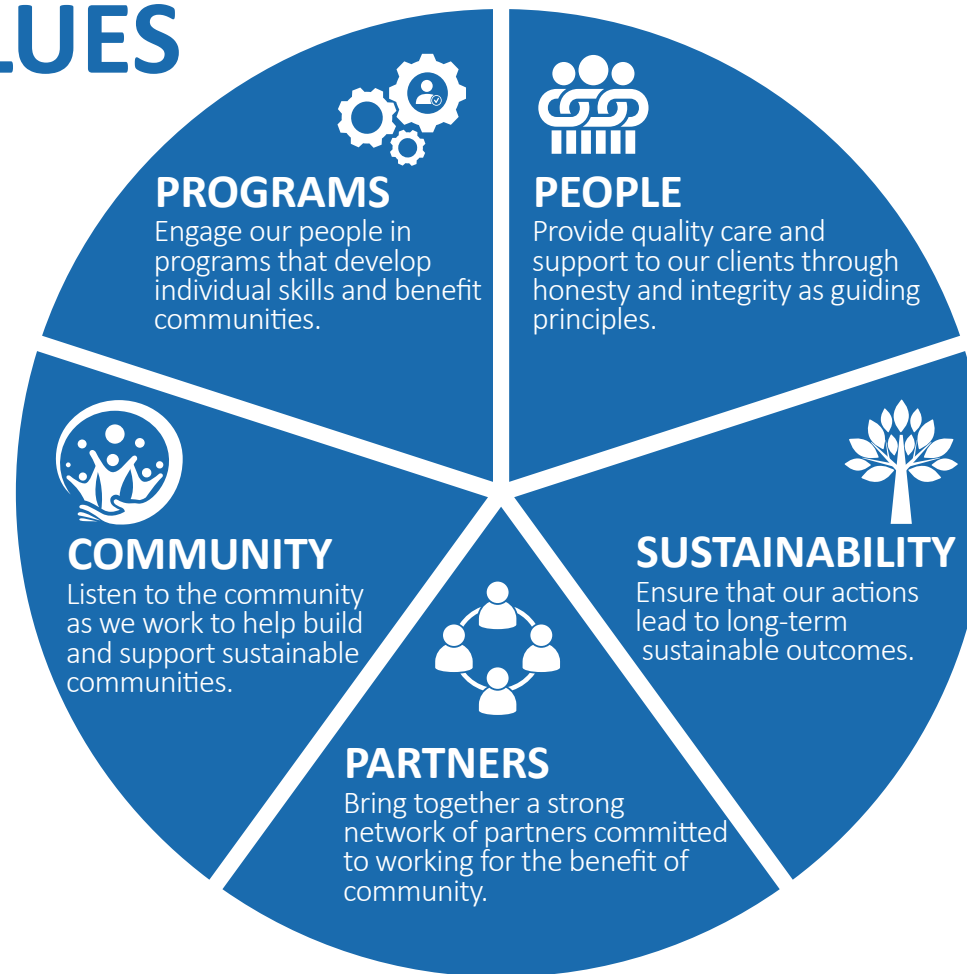


CULTURAL DIVERSITY



All statistics correct as of April, 2017

OUR CORE VALUES



OUR SERVICES



Registered NDIS Provider



Child Protection Services



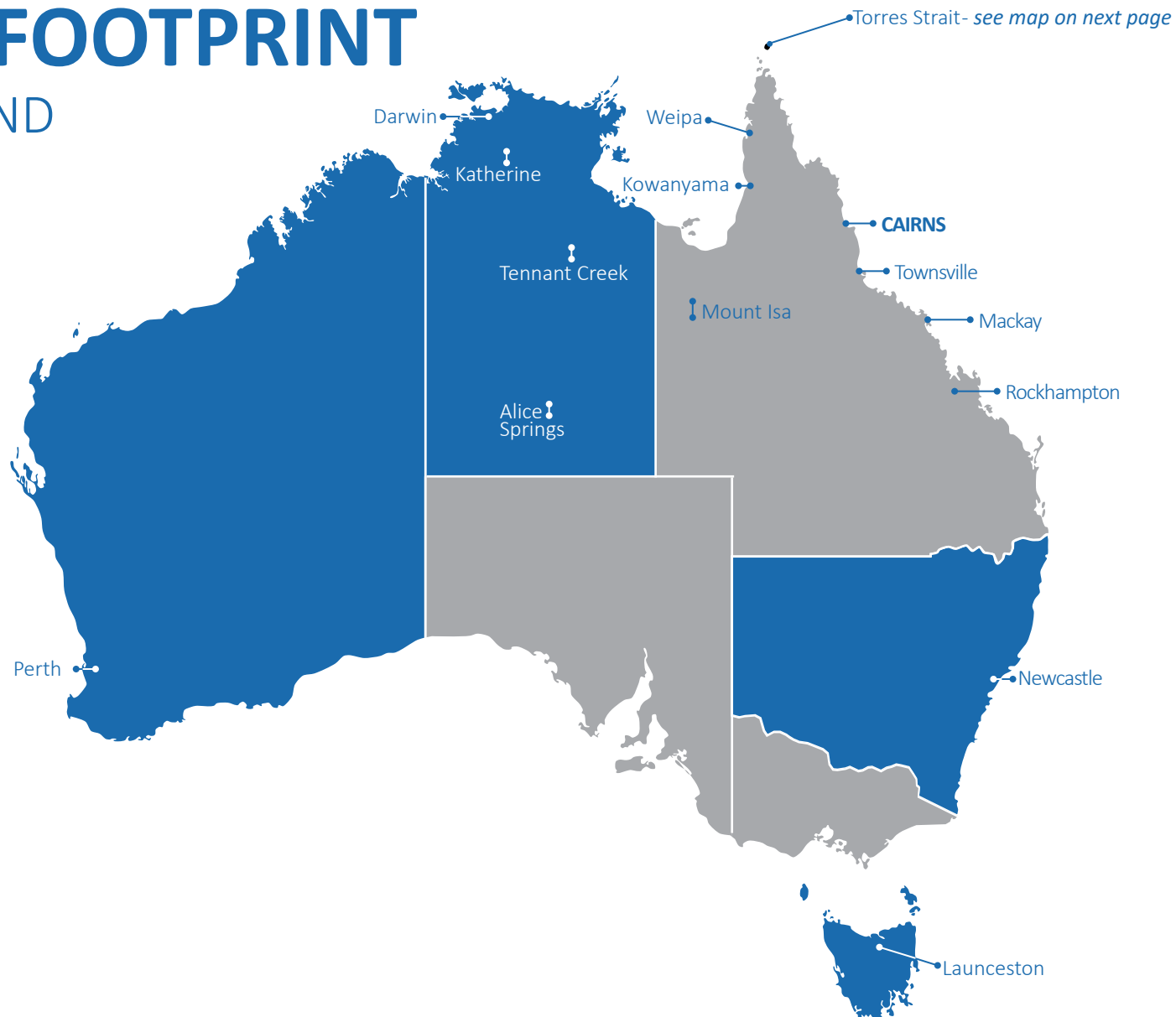
Youth Services



Accredited Training

OUR FOOTPRINT

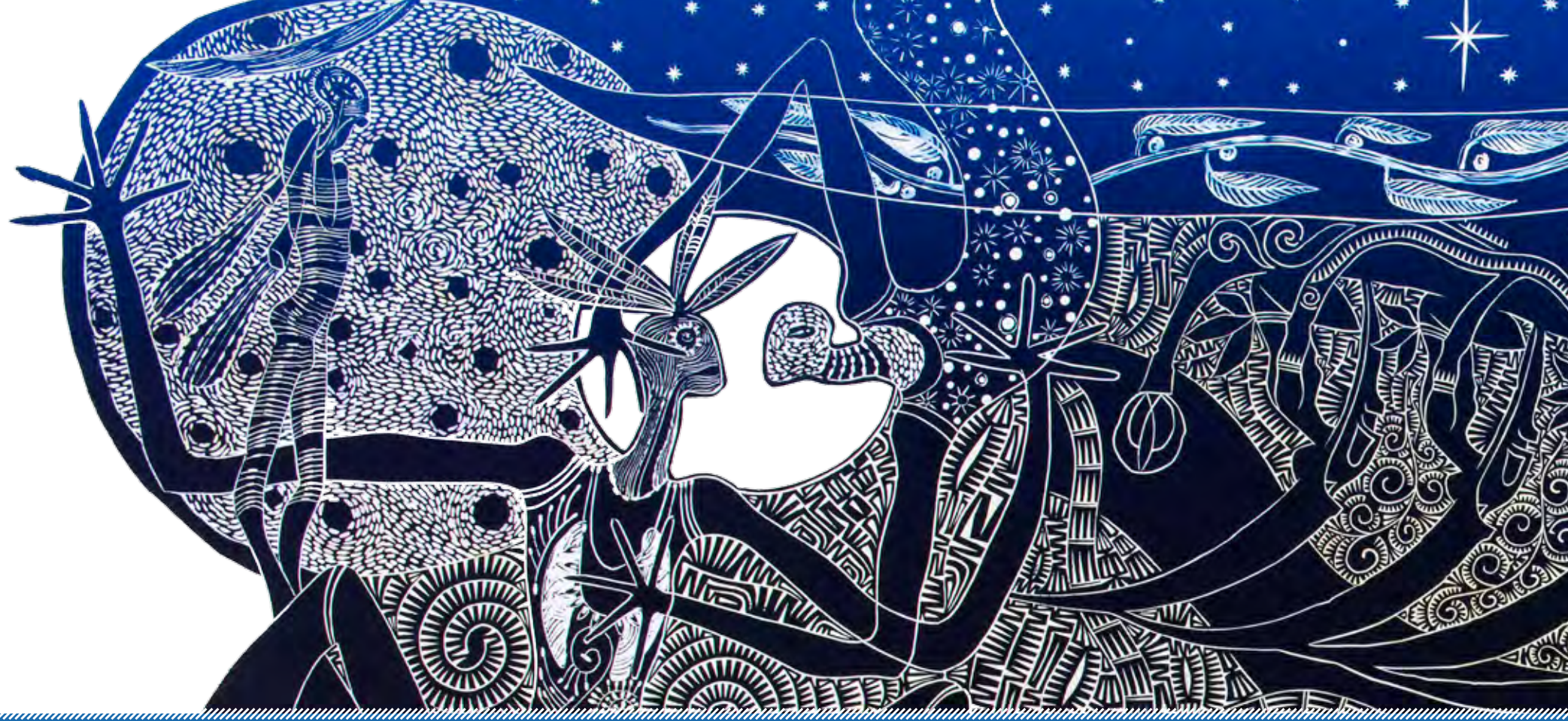
MAINLAND



OUR FOOTPRINT

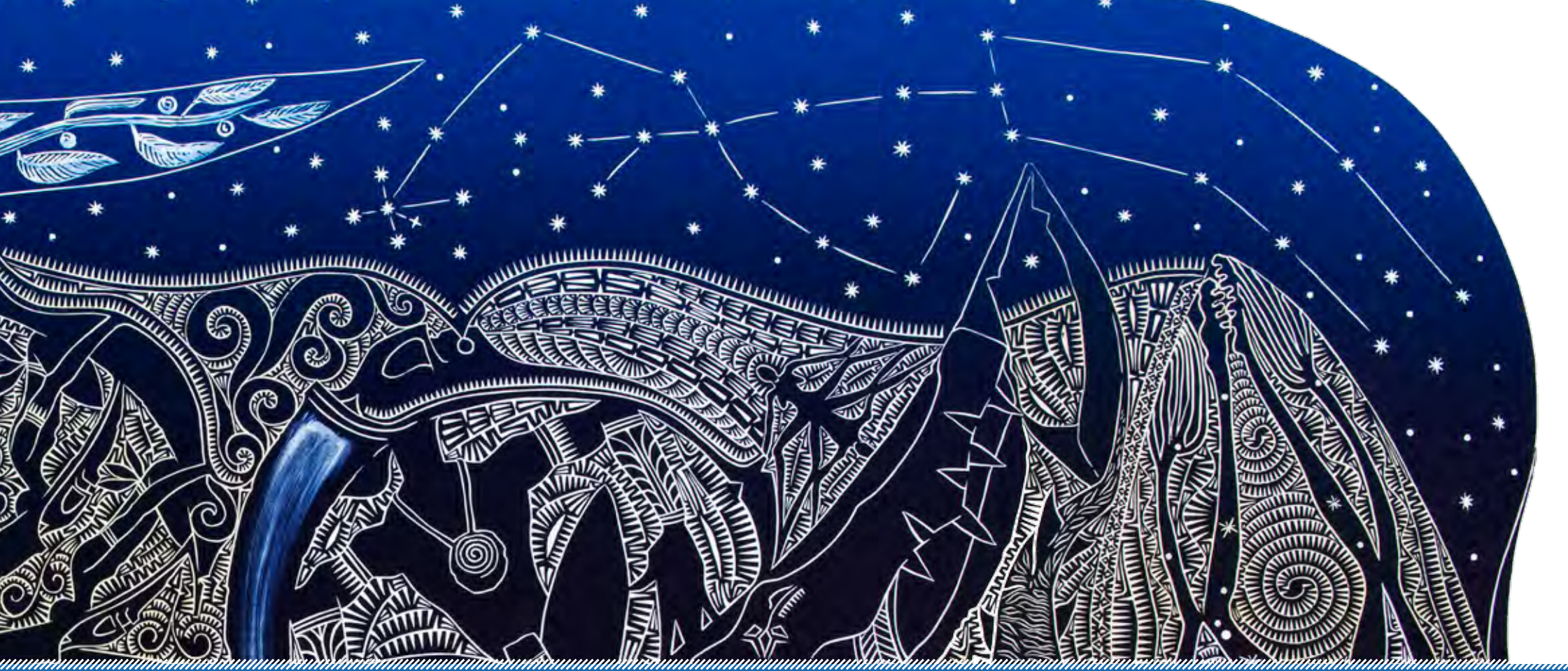
TORRES STRAIT ISLANDS





ITEC HEALTH & SAFE PATHWAYS

2017-2019 RECONCILIATION ACTION PLAN



The following outlines the key actions, targets, responsibilities and timeline for delivering the ITEC Health & Safe Pathways 2017-2019 RAP. This plan has been developed in line with the four areas of Relationships, Respect, Opportunities and Tracking & Reporting.



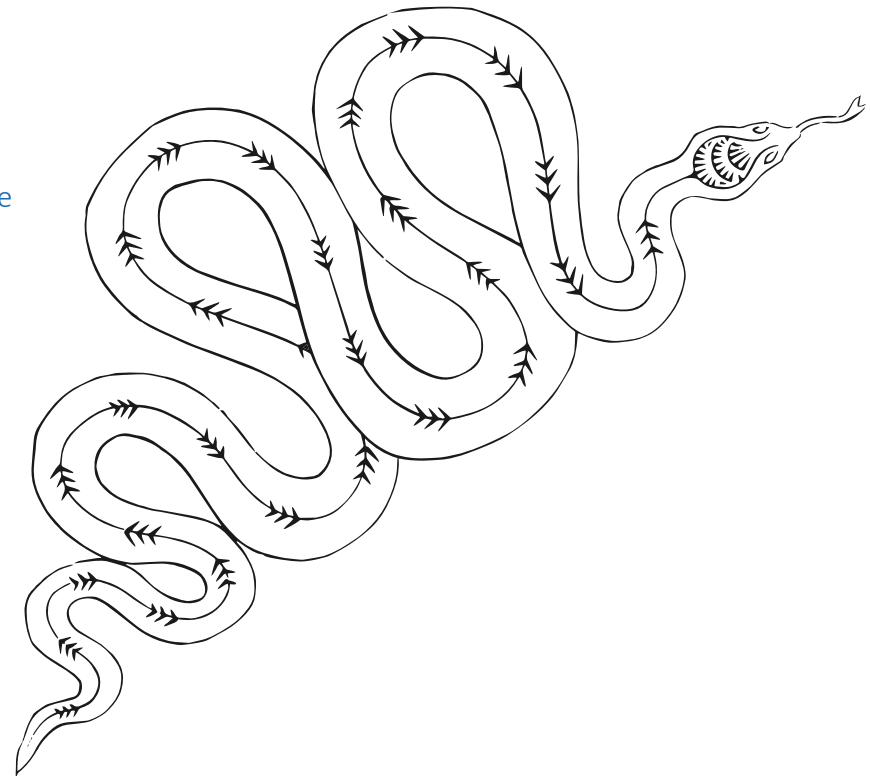
OUR RECONCILIATION ACTION PLAN

We have a proud history spanning more than 20 years of building relationships with Aboriginal and Torres Strait Islander peoples and their communities. As such, we are well placed to formalise our commitment to reconciliation through our 'Innovate' Reconciliation Action Plan (RAP).

This 'Innovate' RAP is focused on ensuring we can provide effective and sustained support mechanisms for Indigenous employees, clients and the communities in which we currently operate.

By committing to our 'Innovate' RAP, it will afford us the opportunity to take stock of where we are placed along our journey toward reconciliation.

We will examine current practices, evaluate how effective they are and put strategies in place to deliver improved services as part of our contribution to reconciliation.





DEVELOPING OUR RAP

Developing this 'Innovate' RAP has been an important and valuable exercise for ITEC Health & Safe Pathways. The Reconciliation Action Planning process has provided us an opportunity to reflect upon how we currently do business. It is paving the way for how we would like to improve our business for the future.

In the initial stages we drew on past culture and diversity work that we as an organisation had developed, including the work completed by our original culture and diversity advisory group known as 'Share The Way'.

To steer the development of our RAP, we established our internal RAP Committee.

The RAP Committee is comprised of staff members representing diverse cultures, working together as a group with a common goal.

Group members included representation from the Torres Strait Islands across to North East Alice Springs and down to Tasmania.

In June 2016, we conducted a RAP workshop in partnership with Reconciliation Australia, where our RAP Committee came together to meet at the ITEC Health & Safe Pathways head office, located in Cairns.

This workshop helped us to better understand the purpose and development process of our RAP and was particularly useful in identifying our core actions and deliverables.

In addition, the workshop stimulated immediate action and led to the organisation of a shared NAIDOC celebration event with BAE Systems Australia and Blackwoods.

Moving forward, our RAP Committee will continue to develop relationships with community partners and employees that will help us to deliver on the targets we identify within this document.

OUR RAP CHAMPIONS



Lynn Walker

CEO - ITEC Health & Safe Pathways

Lynn has 25 years' experience in a range of health care sector roles including volunteering, providing care, recruitment, contract and business management. She previously worked in spinal units in Western Australia and New South Wales, before becoming a health industry recruitment consultant. Lynn has held the position of CEO ITEC Health & Safe Pathways for over a decade, developing her team to ensure they possess the skills and qualifications to meet organisational and legislative requirements. During this time, she has expanded the organisations' services to cover disability support, family intervention, juvenile justice, foster care and child protection. She also invests in community programs such as youth camps and intervention programs.



Mandy Armstrong

National Manager - People & Culture

Mandy has dedicated the past 20 years to improving corporate businesses and people's lives through her involvement in the Human Resources sector. Mandy holds a Masters in Business Administration with a major in Human Resource Management and has experience working in Industrial Relations, Employee Relations and Employment Law, specifically negotiating Enterprise Bargaining Agreements. In her current role with ITEC Health & Safe Pathways, Mandy's primary focus is to foster a working environment that supports ongoing development that enhances the lives of ITEC Health & Safe Pathways's employees and the communities where we operate.



Kenny Bedford

Manager - Culture & Diversity

Kenny is a traditional owner from the Meuram Clan of Erub in the Torres Strait. Kenny has continually served his community in many roles over the past 20 years. Since 2006, he has been a member of the Torres Strait Regional Authority (TSRA) and has served as the Deputy Mayor for the Torres Strait Island Regional Council. Kenny has supported the development of traditional and commercial fisheries over the past two decades. As a Director of Reconciliation Australia, Kenny has championed the recognition of Aboriginal and Torres Strait Islander Peoples and as a strong advocate, brings a wealth of knowledge and experience to the Culture and Diversity role at ITEC Health & Safe Pathways.

OUR RAP COMMITTEE



Kenny Bedford
Manager - Culture & Diversity



Mandy Armstrong
National Manager - People & Culture



Chris Anderson
General Manager - ITEC Health &
& Safe Pathways



Mali Ingram
Regional Manager - Torres Strait



Cherry-Lee Yeatman
Engagement Officer



Janette Burrows
Workforce Development Consultant



RAP SECTION 1: RELATIONSHIPS

Building and maintaining relationships is essential for ITEC Health & Safe Pathways.

We link thousands of people every day across a range of services, with each other as well as to opportunities, services and information. We know that forming strong relationships between individuals and families empowers clients and staff to achieve their full potential.

We understand the value and greater good of building relationships with key community stakeholders and other agencies with similar targets and visions.

Developing and implementing our RAP is helping us to focus on how we can improve our relationships, not only with Aboriginal and Torres Strait Islander peoples, but with the wider Australian population. We do this by providing individual and equal choice ensuring more reconciled communities.



RELATIONSHIPS

1.1-1.2

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1.1 RAP Committee actively monitors ITEC Health & Safe Pathways RAP development and implementation of actions, tracking progress and reporting	RAP Committee oversees the development, endorsement and launch of the RAP	May 2017	M-Culture & Diversity
	Ensure there is a balance of gender and cultural diversity represented on the RAP Committee	Jan 2017	M-Culture & Diversity NM-People Culture
	Meet at least four times per year to monitor and report on RAP implementation	Mar, Jun, Sept & Dec 2017, 2018 & 2019	M-Culture & Diversity
	Review Terms of Reference for the ITEC Health & Safe Pathways RAP Committee	Jun 2017	M-Culture & Diversity
1.2 Establish an Aboriginal and Torres Strait Islander Advisory Group to provide cultural guidance and support to ITEC Health & Safe Pathways	Establish a ITEC Health & Safe Pathways Aboriginal and Torres Strait Islander Advisory Group	Jun 2017	CEO SLT General Manager

Responsibility Key:
 CEO = Chief Executive Officer
 CFO = Chief Financial Officer
 SLT = Senior Leadership Team
 NM-People Culture = National Manager - People Culture
 General Manager = General Manager
 M-Culture & Diversity = Manager- Culture & Diversity
 M- Corporate Services = Manager Corporate Services
 S&T Managers = State & Territory Managers
 O-Manager = Operational Managers
 S-Marketing Advisor = Strategic Marketing Advisor

RELATIONSHIPS

1.3

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1.3 Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians	Organise at least one internal event for NRW each year and invite an Aboriginal and/or Torres Strait Islander guest speaker to share perspectives on reconciliation	May 2017, 2018 & 2019	CEO General Manager M-Culture & Diversity
	Register our NRW events via Reconciliation Australia's NRW website	Apr 2017, 2018 & 2019	CEO General Manager M-Culture & Diversity
	Support an external NRW event	May 2017, 2018 & 2019	CEO General Manager S&T-Managers
	Ensure our RAP Committee participates in an external event to recognise and celebrate NRW	May 2017, 2018 & 2019	General Manager M-Culture & Diversity
	Scope and allocate a dedicated budget for respective ITEC Health & Safe Pathways' sites to help celebrate NRW	Feb 2017, 2018 & 2019	CFO NM-People Culture
	Facilitate for each site to organise a NRW celebration in collaboration with their local Aboriginal and Torres Strait Islander community	May 2017, 2018 & 2019	S&T-Managers
	Promote NRW through internal and external ITEC Health & Safe Pathways' communication tools	May 2017, 2018 & 2019	General Manager S-Marketing Advisor
	Investigate the establishment of an internal staff recognition award to coincide with NRW	May 2017	SLT NM-People Culture M-Culture & Diversity S&T-Managers
	Host a stakeholder event at Cairns office with partners during NRW	May 2017, 2018 & 2019	CEO General Manager M-Culture & Diversity

RELATIONSHIPS

1.4

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1.4 Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	Establish and communicate an internal database of information, which includes community profiles for each site and area ITEC Health & Safe Pathways operates within and reaches out to	Jun 2018	General Manager L&D Manager
	Establish regular reporting mechanisms for each site to report to the RAP Committee on engagement with local Aboriginal and Torres Strait Islander stakeholders	Jun 2018 & 2019	S&T-Managers M-Culture & Diversity
	Create and promote a ITEC Health & Safe Pathways public campaign to increase engagement and build stronger relationship with the Aboriginal and Torres Strait Islander community	Jun 2018 & 2019	General Manager S-Marketing Advisor
	Host an annual fundraising event at the Cairns ITEC Health & Safe Pathways' office, with proceeds going to a local First Australian's cause	Jun 2018 & 2019	General Manager M-Culture & Diversity
	Ensure each ITEC Health & Safe Pathways' site has a designated contact to handle any RAP related enquiries	Sep 2017	M-Culture & Diversity S&T-Managers RAP Committee
	Investigate the establishment of a staff awards program to recognise their leadership achievements and contribution to ITEC Health & Safe Pathways' RAP activities	Implement Jun 2018 Review Mar 2019	NM-People Culture General Manager M-Culture & Diversity
	Report on the achievements and challenges of joint ventures and partnerships with other businesses, organisations and agencies	Jun 2018 & 2019	CEO SLT General Manager
	Explore opportunities to support Reconciliation Australia's Narragunnawali: Reconciliation in Schools and Early Learning program through engagement with local schools within ITEC Health & Safe Pathways' sphere of influence	Jun 2017, 2018 & 2019	General Manager M-Culture & Diversity

RELATIONSHIPS

1.5

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1.5 Raise internal and external awareness of the ITEC Health & Safe Pathways RAP to promote reconciliation across our business sector	Implement and review a strategy to communicate our RAP to all internal and external stakeholders, including media	Implement Jun 2017 Review Jun 2018	M-Corporate Services S-Marketing Advisor
	Promote reconciliation through ongoing active engagement with all stakeholders	Ongoing	M-Culture & Diversity SLT
	Engage with schools e.g. engage Indigenous staff for broader cultural awareness/activities	Jun 2017 & 2018	M-Culture & Diversity SLT
	Artwork created for ITEC Health & Safe Pathways RAP by a Aboriginal and/or Torres Strait Islander artist to be launched in conjunction with RAP launch events	May 2017	General Manager L&D Manager
	Promote RAP with staff through ongoing updates on internal Yammer portal and monthly newsletters	Review Mar 2018 & 2019	M-Culture & Diversity
	Ensure copy of the RAP is included in new staff inductions	Implement Jun 2017 Review Jun 2018 & 2019	NM-People Culture L&D Manager

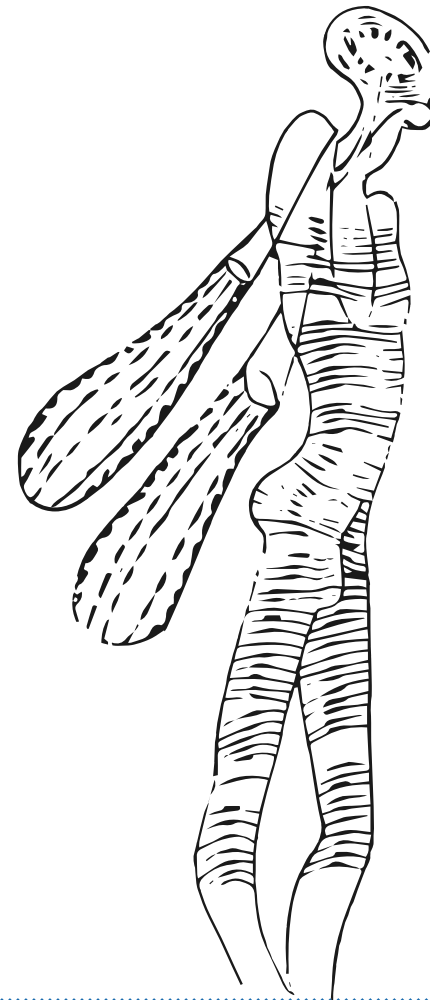


RAP SECTION 2: RESPECT

ITEC Health & Safe Pathways respects Aboriginal and Torres Strait Islander peoples and acknowledges the collective of traditional owners across Australia as this Nation's First Peoples.

We are proud to acknowledge that 18% of employees identify as Aboriginal and/or Torres Strait Islander and that we are the recipients of a NAIDOC award recognising our commitment to promoting Indigenous employment.

The development of our 'Innovate' RAP is timely, coinciding with the planning and development of our first Leadership Academy and review of our staff induction program. Both of these programs, once reviewed, will provide a platform for greater awareness and understanding for all ITEC Health & Safe Pathways' employees, of Aboriginal and Torres Strait Islander history and how it still impacts families and communities today.



RESPECT

2.1

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2.1 Engage ITEC Health & Safe Pathways' employees in cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements	Review and implement an updated a cultural awareness training strategy for our staff which defines the cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face-to-face, workshops or cultural immersion)	Report Jun 2018	General Manager L&D Manager
	Investigate opportunities to work with local Traditional Owners within each ITEC Health & Safe Pathways region and ways to incorporate this into cultural awareness training	Report Jun 2018	General Manager Operations Manager
	Provide opportunities for RAP champions, HR managers and other key leadership staff to participate in cultural training	Report Jun 2018	General Manager Operations Manager
	Develop regional and local cultural learning resources that are easily accessible to staff	Report Jun 2018	General Manager L&D Manager
	Scope the opportunity to name meeting rooms across ITEC Health & Safe Pathways sites in Aboriginal and Torres Strait Islander languages	Jun 2017	CEO SLT General Manager
	Identify cultural learning requirements specific to our staff's training needs	Ongoing	General Manager L&D Manager
	Promote the Reconciliation Australia's 'Share Our Pride' online tool to all staff	Report Jun 2018	General Manager S-Marketing Advisor
	Investigate local cultural experiences and immersion opportunities	Report Sep 2018	General Manager

RESPECT

2.2

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2.2 Engage ITEC Health & Safe Pathways' employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as 'Welcome to Country' and 'Acknowledgment of Country', to ensure there is a shared meaning	Develop, implement and communicate a cultural protocol template for 'Welcome to Country' and 'Acknowledgment of Country'	Jun 2018	General Manager
	Develop a list of contacts and / or protocols for organising a 'Welcome to Country' and maintaining respectful partnerships	Jun 2018	CEO General Manager
	Deliver a clear internal policy for 'Acknowledgment of and Welcome to Country'	Jun 2018	CEO All Managers
	Identify and apply local cultural protocols that apply within each ITEC Health & Safe Pathways' area of operation	Jun 2018	General Manager
	Develop and communicate cultural protocol that include common or specific information relevant to each ITEC Health & Safe Pathways' area of operation	Report 2018	M-Culture & Diversity RAP Committee
	Ensure a Cultural Protocol policy is developed and promoted for ITEC Health & Safe Pathways' employees	Jun 2018	NM-People Culture General Manager
	Create an internal online map so that staff can easily access information for each ITEC Health & Safe Pathways' site including key contacts or cultural protocols related to the area	Jun 2018	General Manager L&D Manager
	Organise and display an Acknowledgment of Traditional Owners and Country plaque in ITEC Health & Safe Pathways' offices	Dec 2017	General Manager

RESPECT

2.3

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2.3 Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC Week	Review and update HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week	Jul 2017 & 2018	NM-People Culture General Manager
	Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week		General Managers O-Managers
	Participate in NAIDOC Week celebrations as a way to promote ITEC Health & Safe Pathways' services and activities		General Manager O-Managers S-Marketing Advisor
	Encourage and allow staff to participate in NAIDOC Week community marches		All Managers
	Promote NAIDOC Week and events through ITEC Health & Safe Pathways' communication tools		General Manager S-Marketing Advisor
	Promote NAIDOC through all ITEC Health & Safe Pathways' staff email signature blocks		S-Marketing Advisor
	Promote and support submissions to the NAIDOC Week art competition, particularly through ITEC Health & Safe Pathways' art projects and activities		CEO General Manager
	Organise and display the annual NAIDOC poster at all ITEC Health & Safe Pathways sites	Jun 2017 & 2018	O-Managers
	Investigate the establishment of an internal staff recognition award to coincide with NAIDOC Week	Report Jul 2017 & 2018	NM-People Culture M-Culture & Diversity
	Apply for funding to assist with hosting NAIDOC Week celebrations across ITEC Health & Safe Pathways' sites		General Manager M-Culture & Diversity

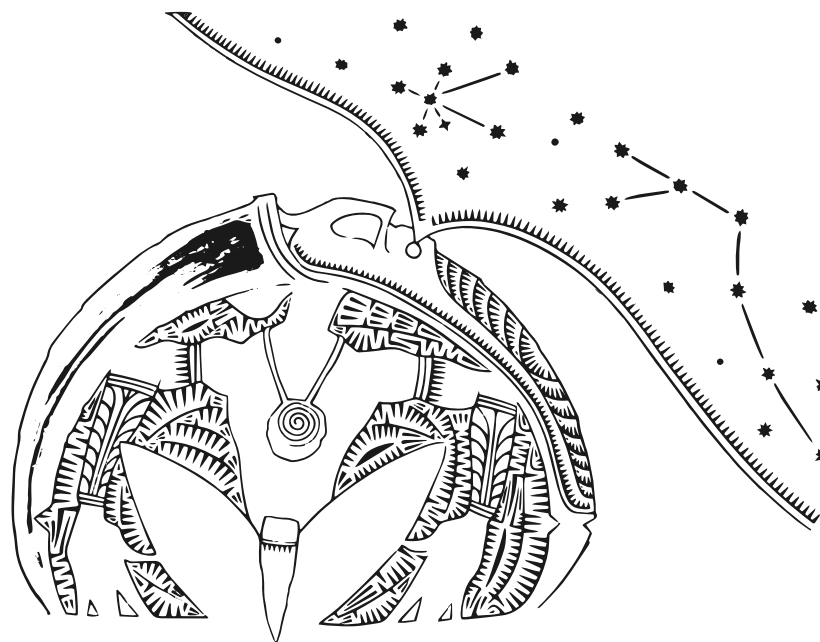


RAP SECTION 3: OPPORTUNITIES

18% of ITEC Health & Safe Pathways' staff identify as Indigenous, which is a significant representation given around 3% of the Australian population are Aboriginal and/or Torres Strait Islander.

We not only provide employment pathways, but it is our business to create career opportunities through individualised training for Aboriginal and Torres Strait Islander peoples and communities.

Our 'Innovate' RAP will sharpen our focus on how we identify and widen these opportunities and align with the needs and aspirations of individuals and communities.



OPPORTUNITIES

3.1

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3.1 Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace	Develop and implement an Aboriginal and Torres Strait Islander employment and retention strategy	Report Jun 2018 Review Jun 2019	NM-People Culture General Manager
	Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development		NM-People Culture General Manager
	Advertise all vacancies in Aboriginal and Torres Strait Islander media	Review Jun 2017 & 2018	NM-People Culture
	Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities	Jun 2017 & 2018	NM-People Culture General Manager L&D Manager
	Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace	Jun 2017 & 2018	NM-People Culture
	Explore opportunities to collaborate with industry stakeholders through employment, training and mentoring opportunities	Jun 2017 & 2018	NM-People Culture
	Identify opportunities where Senior Leadership Team can increase Aboriginal and Torres Strait Islander representation	Jun 2017 & 2018	CEO General Manager
	Ensure an internal recruitment policy is developed that relates specifically to Aboriginal and Torres Strait Islander employment, training and retention	Report Jun 2017 & 2018	NM-People Culture
	Scope benchmark targets for each ITEC Health & Safe Pathways' site for Aboriginal and Torres Strait Islander Peoples, being innovative and courageous	Report Jun 2017 & 2018	O-Managers

OPPORTUNITIES

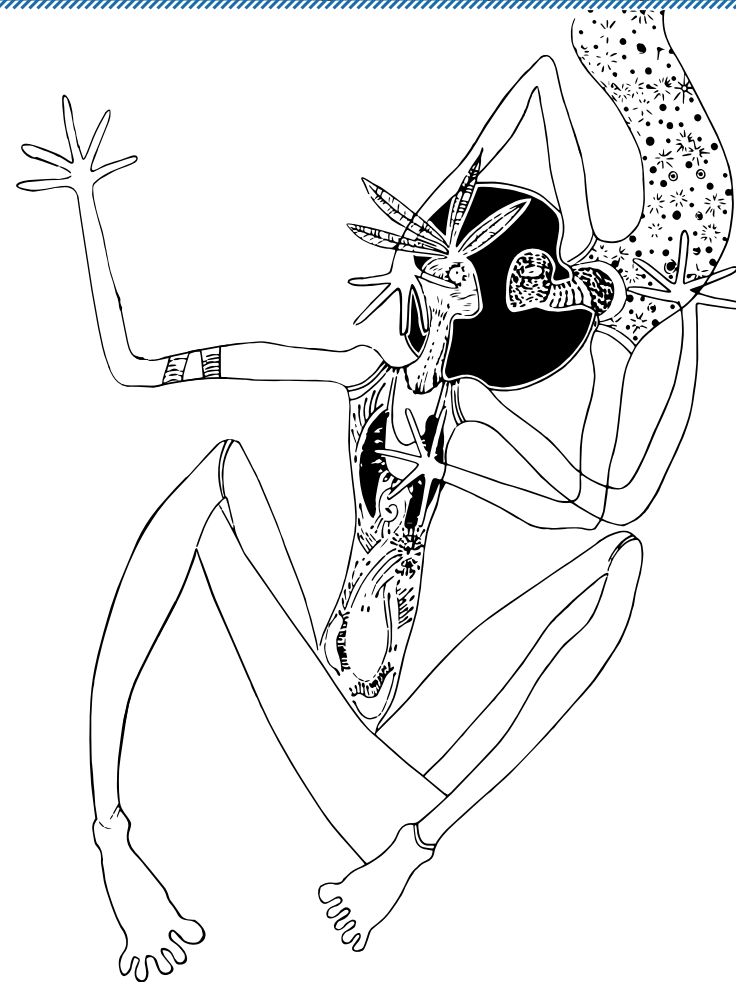
3.1 - 3.2

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3.1 Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace	Develop a strategy to monitor and track Aboriginal and Torres Strait Islanders from employment commencement to professional development and retention (understanding why employees are attracted to/move on from ITEC Health & Safe Pathways)	Report Jun 2018	General Manager Human Resources
	Scope the opportunity to establish a graduate management program available to Aboriginal and Torres Strait Islander Peoples		NM-People Culture M-Culture & Diversity L&D Manager
3.2 Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation	Review procurement policies and procedures to address barriers to Aboriginal and Torres Strait Islander businesses to supply our organisation with goods and services	Jun 2018	CEO CFO
	Create and regularly update a register of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services by site		CFO
	Report on the commercial relationship we have with Aboriginal and/or Torres Strait Islander owned business	Report Jun 2018	SLT S-Marketing Advisor
	Investigate Supply Nation membership	Mar 2017	CEO
	Develop and pilot an Aboriginal and Torres Strait Islander procurement strategy	Report Jun 2018	CEO
	Investigate opportunities to partner with local Indigenous Chamber of Commerce	Jun 2018	General Manager



RAP SECTION 4: TRACKING & REPORTING

Improving how we record and report on the relatively high level of positive engagement we have with Aboriginal and Torres Strait Islander peoples and communities is a key focus area of implementing our RAP. We will report on actions and outcomes against our RAP in an annual report to our Directors, Management and Reconciliation Australia.



TRACKING & REPORTING

4.1 - 4.3

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
4.1 Report RAP achievements, challenges and learnings to Reconciliation Australia	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually	Sep 2017 & 2018	NM-People Culture
	Participate in the RAP Barometer	Jun 2018	NM-People Culture
	Develop and implement systems and capability needs to track, measure and report on RAP activities	Report Jun 2017 & 2018	M-Culture & Diversity General Manager
4.2 Report RAP achievements, challenges and learnings internally and externally	Publicly report our RAP achievements, challenges and learnings	Aug 2018 & 2019	CEO M-Culture & Diversity
	Provide a written RAP report to Directors and Senior Management on the progress and implementation of the RAP	Jul 2018 & 2019	M-Culture & Diversity
4.3 Review, refresh and update RAP	Review, refresh and update RAP based on learnings, challenges and achievements	Report Jun 2018 & 2019	RAP Committee
	Send draft RAP to Reconciliation Australia for formal feedback and endorsement	Mar 2019	CEO M-Culture & Diversity

47-49 Sheridan Street, Cairns, QLD, 4870
07 4044 1000
www.itehealth.com.au

