



Innovate

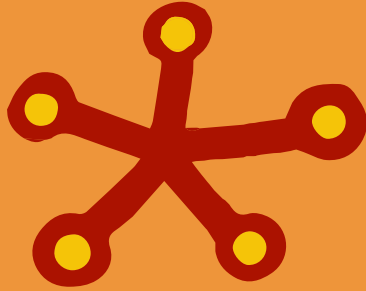
Reconciliation Action Plan

June 2023 – July 2025



Chamber of Commerce
and Industry WA





Acknowledgement of Country

In the spirit of reconciliation, we acknowledge the Traditional Custodians of Country throughout Australia and their connections to land, sea, and community. We pay our respect to their Elders past, present and emerging and extend that respect to all Aboriginal and Torres Strait Islander people.

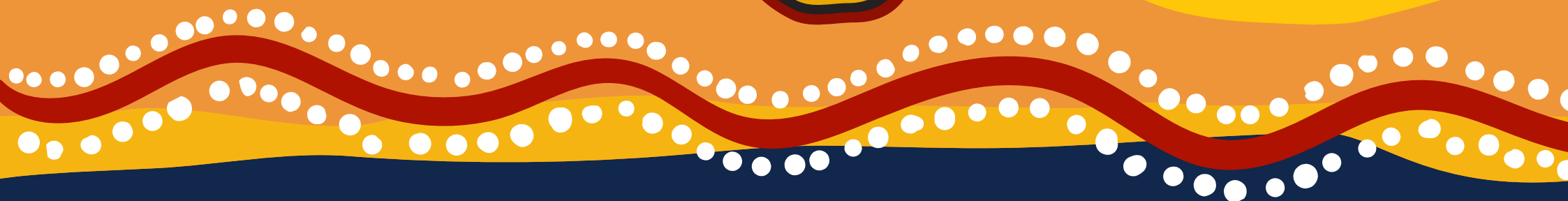
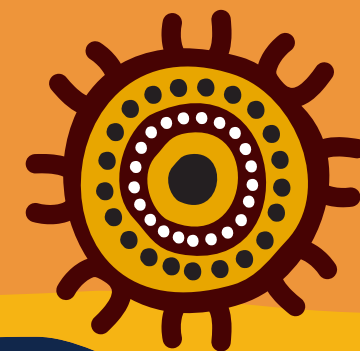


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Our RAP Plan Artwork

CCIWA is immensely proud to showcase the artistic talents of two of our employees as part of CCIWA's reconciliation journey.

This traditional piece has been created by Charlotte McVee and Tayla Larkins, who found their inspiration from their own perspectives and life experiences within Western Australia's Aboriginal and Torres Strait communities, and the role that CCIWA and Apprentice Services Australia (ASA) plays in supporting the business and broader community in Western Australia.

The artwork has been named **Moort Boodja** and captures various interconnections and relationships between and among Aboriginal and Torres Strait Islander communities, which are the building blocks for long lasting, respectful,

and productive relationships. The colours and symbols used are deliberate and powerful.

The main colours and symbols of each Aboriginal and Torres Strait Islander community are reflected within this piece. Colours associated with CCIWA company values were also considered throughout as well.

- White represents the sky, stars, and spirits, and it's these spirits that bring tribes back together.
- Blue is used to signify confidence and intelligence, reflecting the artists connections with apprentices on their education and employment journeys.
- Red signifies fire/energy/blood and connects the Western Australian business community and Aboriginal people.
- Black represents the Earth and the grounding of Country.

- Yellow is used to symbolise the markings of the great snake, which represents the strength and creativity of Aboriginal people, CCIWA and the members and clients it supports; and
- Brown and Orange capture the ground and dirt we all walk on.

***Moort Boodja:** Moort means family or relations, and Boodja means land/country, it also relates to a sense of belonging and custodianship, as opposed to ownership. Moort Boodja brings together the two. Family and country, belonging and interconnectedness.

The artwork symbolises CCIWA's commitment to working in collaboration with Aboriginal and Torres Strait Islander communities to drive meaningful change.

Artist Biography



Charlotte McVee CCIWA RAP Artist

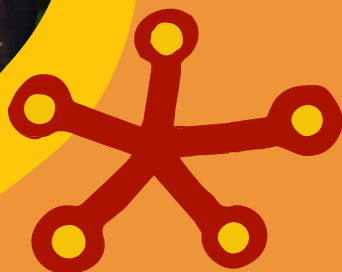
Charlotte McVee; Charlotte joined the Apprenticeships Support Australia team in February 2022 as a Trainee and intends to specialise in recruitment and mentoring. Charlotte is an Aboriginal woman from Noongar Country in southern Western Australia. Charlotte has a passion for creativity and enjoys expressing herself freely through aerial silks as well as digital and traditional drawings and paintings.



Tayla Larkins CCIWA RAP Artist

Tayla Larkins; Tayla joined Apprenticeship Support Australia in April 2022, as a Mentor Support Officer. Tayla is an Aboriginal woman from Wiradjuri Country in central New South Wales, before moving to Perth in 2021. Tayla is passionate about her own learning and development and providing support and guidance to others to support their journeys. She is also passionate about being in nature - this is where she feels most grounded and at peace.





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.

Statement from Reconciliation Australia

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 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. WA Chamber of Commerce & Industry (CCIWA) 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 CCIWA will continuously draw upon to create RAP commitments rooted in experience and maturity.

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

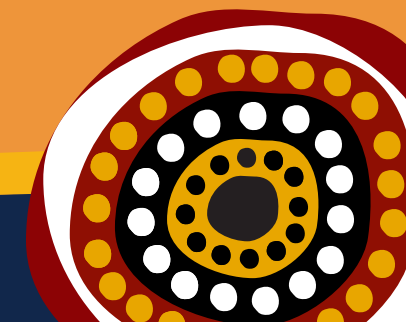
The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for CCIWA 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, CCIWA will ensure shared and cooperative success in the long-term.

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

Congratulations CCIWA on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia





Reconciliation is everyone's business. Everybody must play a part in taking brave actions which lead to lasting and meaningful change.

Statement from Reconciliation WA

Reconciliation WA congratulates the Chamber of Commerce and Industry WA (CCIWA) on its inaugural Innovate RAP.

As Western Australia's peak body for reconciliation, we envision a better future for WA built on respectful relationships. A future which values, prioritises and achieves positive reconciliation outcomes with Aboriginal and Torres Strait Islander People to advance Western Australia.

Reconciliation is everyone's business. Everybody must play a part in taking brave actions which lead to lasting and meaningful change. Reconciliation WA helps the State's community of reconciliation allies, by providing the advocacy and support that enables them to create, support and lead reconciliation programs. We also facilitate and support community place-based and sector-based reconciliation actions and drive reconciliation momentum through truth telling, knowledge and education.

We acknowledge Aboriginal and Torres Strait Islander Elders and leaders across the State that continue to work powerfully and with resilience to create improvements in social justice and equity for Aboriginal and Torres Strait Islander People. We must all stand ready to support them in the telling of important stories and truths that must be heard and understood by non-Aboriginal and Torres Strait Islander people, for reconciliation to be a welcome and respected outcome for all peoples.

We warmly welcome CCIWA into the RAP cohort as they continue their reconciliation journey. In recent years we have seen a groundswell of support for reconciliation in Western Australia, with organisations from a variety of sectors and industries bringing their skillsets, networks, and resources to the movement.

Every West Australian deserves the opportunity to participate fully in our economy, whether their connection to Australia began 6, 60, or 60,000 years ago. Increasing the economic equity and supporting the self-determination of Aboriginal and Torres Strait Islander people is pivotal in progressing reconciliation. CCIWA plays an important role in supporting Aboriginal and Torres Strait Islander businesses, developing supply and procurement networks, and connecting Aboriginal and Torres Strait Islander businesses to WA's thriving economy.

On behalf of the Reconciliation WA Board and team, congratulations CCIWA. We look forward to watching you continue to enhance economic opportunities for Aboriginal and Torres Strait Islander businesses through your Innovate RAP and encouraging action in your member community – we stand alongside you in your reconciliation journey.

Jody Nunn

Chief Executive Officer

Reconciliation WA



Statement from CCIWA



CCIWA's commitment to play our part is absolute and within our organisation we will take action.

CCIWA has played an important role in advancing trade and commerce in Western Australia since 1890. It is a fraction of the time Aboriginal and Torres Strait Islander people have spent living here. And it is critical we reflect that, across this period of our organisation's existence, our Aboriginal and Torres Strait Islander people have not been afforded the human dignity and economic rights of so many others in our community.

While our economy has achieved extraordinary advancements in this time, the prosperity has not been shared with the people who have connected with our land for more than 60,000 years. It is an enormous moral failure that needs to be addressed. CCIWA's commitment to play our part is absolute and there are two fundamental dimensions to this. Within our organisation we will take action.

We will improve employment outcomes for Aboriginal and Torres Strait Islander people. We will change our procurement approach.

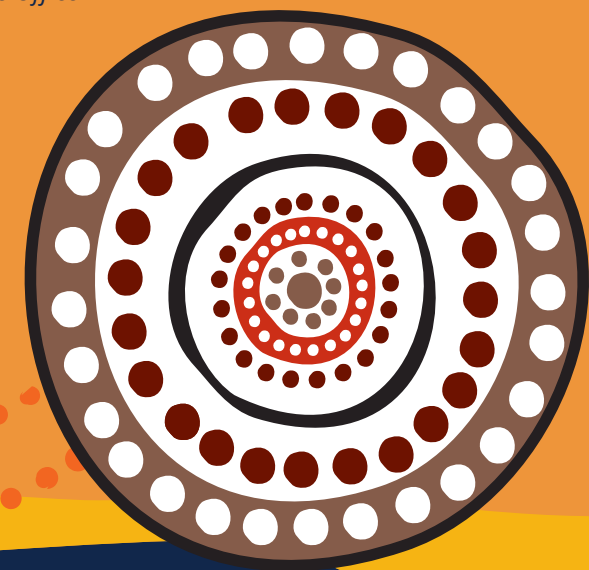
We will immerse our people in cultural education; becoming better students of history and better observers of culture and the sacred link Aboriginal and Torres Strait Islander people have to Country.

With others, we will provide leadership in bridging the gap, until such time there is no gap at all. We will ensure the voice we have provided for Aboriginal and Torres Strait Islander people through CCIWA's Constitution has a genuine impact on our policy and advocacy work. We will help build the skills of Aboriginal and Torres Strait Islander people across our State. We will support Aboriginal and Torres Strait Islander businesses to thrive. We will foster Aboriginal and Torres Strait Islander peoples participation in supply chains. We will combine with like-minded partners to make the change all Australians deserve.

Critically, we will approach our role with absolute humility, recognising we need to be better informed and that an innate curiosity will lead to heightened understanding and empathy, and ultimately, the reconciliation we all deserve.

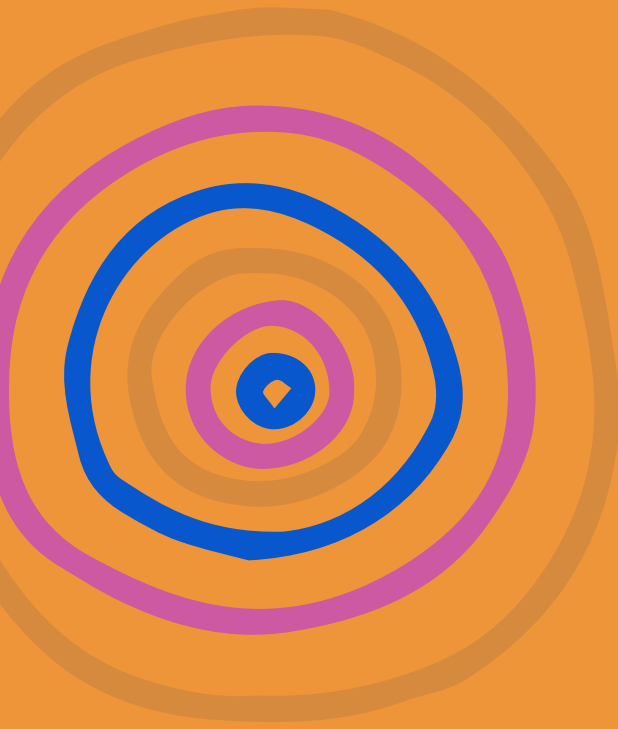
Chris Rodwell

*Chief Executive Officer
CCIWA*



Our vision for Reconciliation

Our vision for reconciliation is a Western Australia where Aboriginal and Torres Strait Islander people experience equal outcomes in socio-economic opportunities and connections across the state and together, we will make WA the best place to live and do business.



Our Business



CCIWA is an independent, not-for-profit organisation that has been the voice of business for more than 130 years. With more than 7,500 members from across all regions and industries, our mission is to make it easier to do business in this state and ensure that WA is a place where businesses of all shapes and sizes can succeed.

We want this State to be the best place to live and do business. To do that we need to change how we operate. We need to reach further across the community to find new ways to positively impact our society. At CCIWA we choose to be the most contemporary reflection of the community we represent. We choose ideas. We choose action. And we choose great people who want purpose in their lives.

We develop and advocate at State and national level on key policy issues affecting business, communities, industry and the economy of Western Australia.

We engage with businesses of all sizes and across all industries – from manufacturing to health and community services – to hear their concerns and identify ways to address them. We work with regional chambers, Aboriginal and Torres Strait Islander bodies and many other industry associations, here in this State and across the nation.

We also provide a range of independent services to businesses across Western Australia. Our expertise extends to industrial relations, human resources, legal, economics, training, trade and investment, supply chain and skills development.

We employ 179 people in the State. They reflect the diversity of our State's population, including nine Aboriginal and Torres Strait Islander Australians.

Our footprint extends to 17 locations, spanning from Kununurra to Esperance and includes two Perth based offices in Osborne Park and our Head Office in the Perth CBD. We are a part of the Australian Chamber movement, our nation's largest and most representative business network.

Through CCIWA's service offerings, a focus on building relationships and encouraging opportunities for Aboriginal and Torres Strait Islander people, is a part of our day-to-day activities. Across the organisation we have established many formal and informal relationships with local Aboriginal organisations.

Through CCIWA's Industry Capability Network we often work with clients to increase supply opportunities for Aboriginal and Torres Strait Islander peoples businesses. We have worked in partnership with the State Government and other stakeholders to develop the Aboriginal Business Directory, promoting Aboriginal and Torres Strait Islander Peoples businesses throughout the State.

Through Apprenticeship Solutions we have committed to improving commencement, retention, and completion rates of Aboriginal and Torres Strait islander people; and Apprenticeship Australia currently support 1571 apprentices and trainees through their training journey.

As an equal opportunity employer, we ensure our recruitment practices encourage Aboriginal and Torres Strait Islander people to apply for roles. We have formal protocols in place to ensure that CCIWA employees acknowledge the Traditional Owners of our lands at all CCIWA events, and we invite Aboriginal Elders to perform a Welcome to Country at all our large public events.



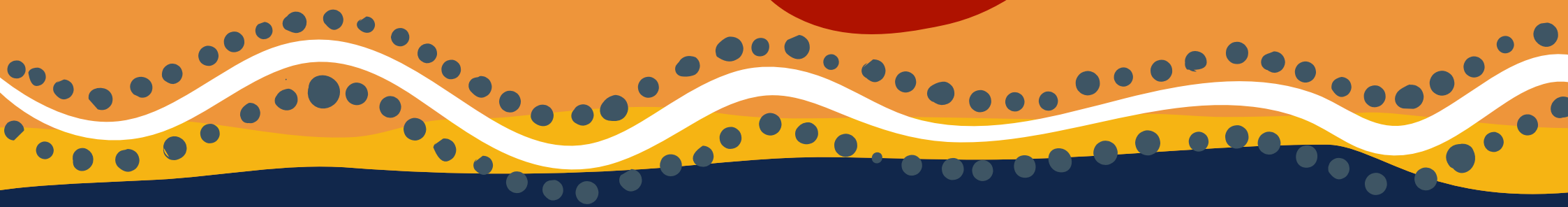
Our Culture

CCIWA is a modern, dynamic workplace that has been recognised by the Diversity Council of Australia as an Inclusive Employer, one of only 30 organisations nationally.

Through our values we strive to be curious, contemporary, impactful, and respectful in all that we do. We welcome change and diversity as it not only strengthens our values but provides innovation and contemporary thinking that is essential for us to be the peak industry body in WA.

Our Members' sit at the heart of our organisation. Together we face extraordinary change. Disruption of business models. Declining community interest. The disintermediation of media. New campaigning approaches. Reduced commitment to economic reform. A need to engage in international markets. We choose to view this change as a challenge. And we're working on adapting the way we operate and finding new ways to create a positive impact within our community.

Through our values we strive to be curious, contemporary, impactful, and respectful in all that we do.



Our RAP

The Chamber of Commerce & Industry WA (CCIWA) recognises that it has a key role to play in the WA community in the achievement of reconciliation. As a member organisation of more than 7,400 members, we recognise we have an important opportunity to advocate for the rights of Aboriginal and Torres Strait Islander people.

This includes creating meaningful relationships, recognising and supporting Aboriginal and Torres Strait Islander people and building an understanding of our shared history, engaging with the community to take an active part in reconciliation.

Since the start of our journey, we've made significant progress in achieving this purpose, by:

- appointing two Aboriginal and Torres Strait Islander representatives under the Indigenous Leaders category on General Council
- launching a partnership with our Aboriginal and Torres Strait Islander Partner organisation IEBF (Indigenous Emerging Business Forum)
- creating a dedicated Acknowledgement to Country landing page on our CCIWA website, with Acknowledgements on each page
- including an Acknowledgment to Country for all our events
- providing cultural awareness training for all leadership, Board, extended leadership team, D&I Council and RWG Members
- Implemented a Cultural Ceremonial Leave Policy to support Aboriginal and Torres Strait Islander employees
- using Aboriginal and Torres Strait Islander recruitment platforms to support recruitment; and
- providing Aboriginal Traineeships

Our Innovate RAP builds on these important foundations, and further holds our organisation accountable for our actions with a clear framework to guide the delivery of our commitments. It is based around the core pillars of relationships, respect and opportunities, and structured to provide tangible benefits for Aboriginal and Torres Strait Islander people.

Our Reconciliation Action Plan (RAP) reflects the journey we have taken in developing our relationships with the Aboriginal and Torres Strait Islander community.

We acknowledge that words and intentions alone will not achieve the outcomes required for genuine reconciliation. Reconciliation is a process of strengthening relationships between Aboriginal and Torres Strait Islander people and other Australians, for the benefit of all.



RAP Development

The development of our RAP has been a collaborative process. Central to our commitment was the establishment of our D&I Council & RAP Working Group in 2021 to guide the development and implementation of the RAP which includes 4 Aboriginal people. Our RAP is championed internally by the CCIWA Board, CEO, the Director of People & Culture, Leadership Team, People & Culture Team, RAP Working Group, and D&I Council. A people collaboration rich in cultural diversity, age and experience and shared values.

The following internal staff were active in the leadership of our RAP.

Project Sponsors: Chris Rodwell (CEO) and Tracy Al Saidi (Director, People & Culture)

RAP Working Group

- Tracy Al Saidi, People & Culture
- Kym Lloyd, People & Culture
- Sam Petrides, People & Culture
- Anthea Wesley, Policy
- Brenden Wallam, ASA
- Carol Abrahams, Mx & Insights
- Josephine Ryder, ASA
- Matt Flynn, Events
- Ray Loh, ICN
- Jen Wan-Ward, Marketing & Content

Diversity & Inclusion Council

- Tracy Al Saidi, People & Culture
- Carol Abrahams, Mx & Insights
- Devon Zaltsman, Marketing
- Charlottle McVee, ASA
- Hukmina Isse, ASA
- Kym Lloyd, People & Culture
- Sam Petrides, People & Culture
- Sapphire Reed, Asset Services
- Ollie Mallis, HR, Workplace Relations
- Poppy Sloan, ASA

Extended Leadership Team

- Chris Rodwell, CEO
- Matt Golds, COO
- Tracy Al Saidi, Director People & Culture
- Aaron Morey, Chief Economist & Director, Membership, Campaigns, Strategy
- Clint Collard, Associate Director, Digital & Technology
- Lena Constantine, Associate Director, ASA
- Ryan Martin, Associate Director, HR & Workplace Relations
- Fateen Tahir, Associate Director, Finance



In developing our Innovate RAP we engaged in an extensive process of internal consultation and engagement. This included members of the D&I Council and RAP Working Group which includes Aboriginal and Torres Strait Islander people – Brenden Wallam, Charlotte McVee, Josephine Ryder and previous employee, Tayla Larkins. Charlotte and Tayla created the artwork for our RAP. In total, we will have 4 Aboriginal and Torres Strait Islander employees in our RAP Working Group.

We partnered with Danny Ford OAM of Yonga Solutions to review our reconciliation journey to date and undertook a full engagement process with our internal staff, Board and stakeholders across CCIWA. We also invited Aboriginal and Torres Strait community members and Elders to our RAP Workshop to help guide us in developing our RAP Actions.

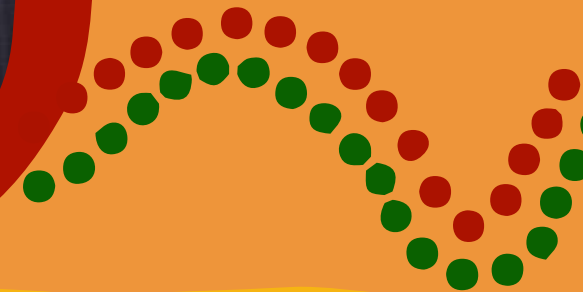
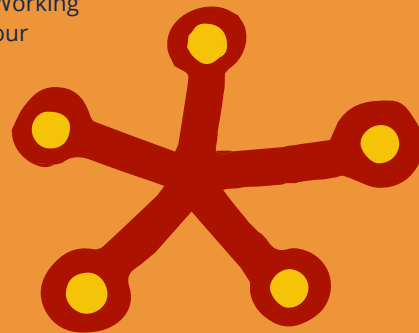
Our reconciliation journey began in 2012 through the implementation of our **first Reflect RAP**. Our plan established a foundation to build sustainable relationships with Aboriginal and Torres Strait Islander people and the community and creating employment and development opportunities through an inclusive culture.

Our renewed reconciliation strategy between 2014 to 2016, was heavily influenced and guided by the outcomes of our previous RAP and the lessons learnt.

In 2021, we established our D&I Council and RAP Working Group, as part of our commitment to strengthen our reconciliation journey as a strategic priority.

The following CCIWA 2023-2025 Draft Innovate Plan outlines key actions for achieving our vision for reconciliation.

We acknowledge that there have been challenges on our reconciliation journey and the momentum we have maintained due to several factors of organisational change and growth. We now understand the elements of focus to develop an authentic Reconciliation Action Plan including opportunities with our processes, governance, and cultural aspects. The learning for us, is to ensure that we have a clearer plan to outline our actions and a commitment to the timelines defined. Ensuring the continuity of our D&I Council and RAP Working Group is vital in order to continue our journey. We have committed to our actions through accountability and regular Board reporting on our cultural growth and progress will remain a key priority.



Case Studies



Charlotte McVee
CCIWA RAP Artist

Charlotte McVee; Charlotte joined the Apprenticeships Support Australia team in February 2022 as a Trainee and intends to specialise in recruitment and mentoring. Charlotte is an Aboriginal woman from Noongar Country in southern Western Australia. Charlotte has a passion for creativity and enjoys expressing herself freely through aerial silks as well as digital and traditional drawings and paintings.



Josephine Ryder
Trainee Client Support Officer

Josephine Ryder is a Noongar woman from Whadjuk country. A self-taught artist using all kinds of mediums. Josephine joined Apprenticeship Support Australia as a Trainee in February 2022. "I have enjoyed learning a lot of new skills while working with the company and I am looking forward to developing further in all aspects".



Tayla Larkins
CCIWA RAP Artist

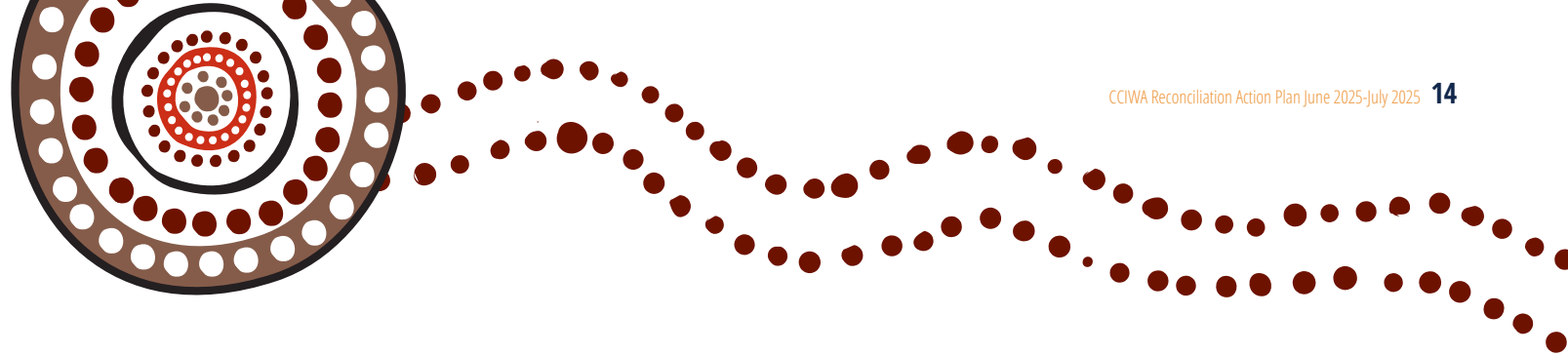
Tayla Larkins; Tayla joined Apprenticeship Support Australia in April 2022, as a Mentor Support Officer. Tayla is an Aboriginal woman from Wiradjuri Country in central New South Wales, before moving to Perth in 2021. Tayla is passionate about her own learning and development and providing support and guidance to others to support their journeys. She is also passionate about being in nature - this is where she feels most grounded and at peace.



Brenden Wallam
Client Support Officer, Fee For Service

Brenden Wallam is a proud Wadjak Noongar / Badimiah Yamatji Man who was born and raised in Boorloo (perth). Brenden joined apprenticeship support Australia in February of 2022 as a client support officer specializing in administrative/ data entry duties such as claiming fee for service & assisting clients with telephone queries. Brenden enjoys getting out and about on boodja (country) with his moort (family).

Relationships



CCIWA will foster relationships with Aboriginal and Torres Strait Islander people through sharing knowledge, providing support through our business services and utilising our membership networks.

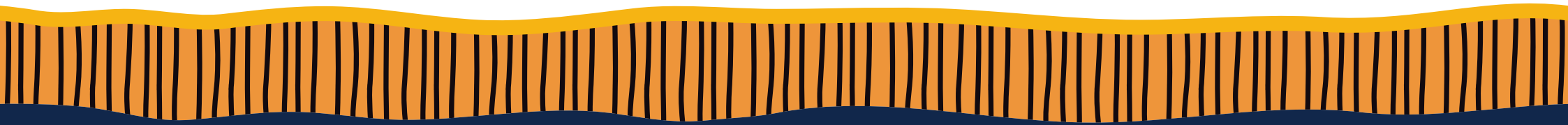
We will nurture our relationships with Aboriginal and Torres Strait Islander Elders, community, staff, and stakeholders. We are committed to growing trusting and mutually respectful relationships with Aboriginal and Torres Strait Islander people and to be guided by their wisdom and knowledge.

CCIWA plays a critical role in advancing trade and commerce in Western Australia, and through participation in the broader Chamber movement, the nation. This work requires extensive consultation and engagement with communities across the State, especially Aboriginal and Torres Strait Islander people.

While we have in place some of the constructs to facilitate better engagement, it is critical we extend upon these through consultation with Aboriginal and Torres Strait Islander people. It is also paramount that we utilise our sphere of influence to support others in the community on this journey.

Our efforts here should reward all involved. This work will foremost help deliver better outcomes for Aboriginal and Torres Strait Islander people. There are also additional benefits: our team will learn new skills and our work will be infused with new ideas and insights that, ultimately, should deliver greater prosperity for all communities across our State.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	July 2023, 2024, 2025	Manager, ICN
	1.2 Build the Industry Capability Network (ICN) to connect with regional local Aboriginal and Torres Strait Islander groups (e.g. Pilbara Indigenous Networking Group) to share developments on project opportunities in the region	August 2023, 2024, 2025	Manager, ICN
	1.3 Maintain and strengthen our relationship with Cultural partners to help support and facilitate ongoing connections with Aboriginal and Torres Strait Islander communities	July 2023, 2024 2025	Manager, ICN
	1.4 Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2023	Manager, ICN



Action	Deliverable	Timeline	Responsibility
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Develop Marketing plan to celebrate and promote NRW across our CBD and Osborne Park offices. Including email signature banner acknowledging NRW for all employees to use.	27 May- 3 June, 2024, 2025	Manager, Marketing & Content
	2.2 Share Reconciliation Australia's NRW resources through digital means to All Staff (All staff Communication channel on Microsoft Teams)	27 May- 3 June, 2024, 2025	Manager, People & Culture
	2.3 Every RAP Working Group member will select an external NRW event to attend and invite colleagues to join.	27 May- 3 June, 2024, 2025	Director, People & Culture
	2.4 Encourage and support business units to participate in at least one external NRW event.	27 May- 3 June 2024, 2025	Manager, People & Culture
	2.5 Organise a NRW event at CCIWA and broadcast, or record and share, to the whole organisation across the state, including registration on NRW Website.	27 May- 3 June 2024, 2025	Manager, People & Culture
	2.6 Register all our NRW events on Reconciliation Australia's NRW website	May 2024, 2025	Manager, People & Culture
3. Promote reconciliation through our sphere of influence.	3.1 Provide an electronically accessible RAP to all staff to raise awareness of reconciliation across our workforce including on-boarding as part of the Induction program for new staff.	June 2023	Manager, People & Culture
	3.2 Create and support staff Allyship groups across the organisation focused on promoting deeper staff engagement in reconciliation and the RAP activities	October 2023	Manager, People & Culture
	3.3 Develop and execute RAP Marketing Strategy to promote our commitment to reconciliation publicly.	July 2023	Manager Content & Marketing
	3.4 Use existing external publications to promote our commitment to Reconciliation.	July 2023	Manager Content & Marketing
	3.5 Promote our RAP actions through our Aboriginal Business Directory WA, Industry Capability Network (ICN) and LinkedIn pages.	July 2023	Manager, ICN

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	3.6 Promote reconciliation through CCIWA's sphere of influence with the Regional Chambers on the importance of reconciliation and provide connection to Reconciliation WA.	July 2023, 2024, 2025	Manager, Policy
	3.7 Share Reconciliation Australia and Reconciliation WA training and events with the RAP Working Group and Diversity and Inclusion (D&I) Council to encourage attendance.	June 2023, 2024, 2025	Director, People & Culture shared with Manager, People & Culture
	3.8 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	October 2023	CEO
	3.9 Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	July 2023	Director, People & Culture
	3.10 Invite Reconciliation WA to one (1) CCIWA RAP Working Group each year.	June 2023, 2024, 2025	Director, People & Culture
4. Promote positive race relations through anti-discrimination strategies.	4.1 Complete a review of all HR Policies and People & Culture processes to identify existing anti-discrimination provisions, and future needs.	July 2023, 2024, 2025	Manager, People & Culture
	4.2 Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policies	October 2023	Director, People & Culture
	4.3 Review and update CCIWA's Professional Behaviour Policy, to ensure this adequately addresses provisions for Discrimination and Equal Employment Opportunity, Sexual Harassment and Workplace Bullying. Seek input and make agreed amendments.	July 2023	Director, People & Culture
	4.4 Communicate and reinforce the completion of CCIWA's Professional Behaviour Policy, which includes training on Discrimination and Equal Employment Opportunity, the effects of racism, Sexual Harassment and Workplace Bullying.	July 2023	Manager, People & Culture

Respect

We recognise that Aboriginal and Torres Strait Islander people in Western Australia have connected with land for more than 60,000 years. They have sustained the longest known continuous culture anywhere in the world. This represents a profound store of knowledge and wisdom. It is incumbent on us to learn from this rich history and to acknowledge and celebrate the practices.

It is also incumbent on us to reflect on more recent history and recognise that decisions made by many in Australian society removed or heavily restricted the fundamental rights of Aboriginal and Torres Strait Islander people. We cannot remain ignorant of the decisions made or the suffering that has occurred as a result.

Knowledge, however, counts for little without understanding and action. The final piece in this work is to look to the future, to embrace a shared vision for how we might restore dignity to all Aboriginal and Torres Strait Islander people. This will be the ultimate reflection of our determination.

While we recognise the obvious responsibility to help all in our team to better understand and respect Aboriginal and Torres Strait Islander peoples and cultures, we also recognise the need to seize opportunities to share our efforts more broadly across the community, not least with WA businesses.

CCIWA promotes awareness, understanding and respect for the culture and history of Aboriginal and Torres Strait Islander people. This will be achieved through developing our workforce, embedding cultural awareness in our business practices and ensuring our policies encourage cultural respect.

We are committed to working in partnership with, and will continue to promote and celebrate, Aboriginal and Torres Strait Islander cultures, to improve the cultural, spiritual and family wellbeing of Aboriginal and Torres Strait Islander peoples living in Western Australia. We are also deeply committed to ensuring that Aboriginal and Torres Strait Islander people who engage with our organisation are recognised, respected, and receive the highest quality of service that is appropriate to their needs.

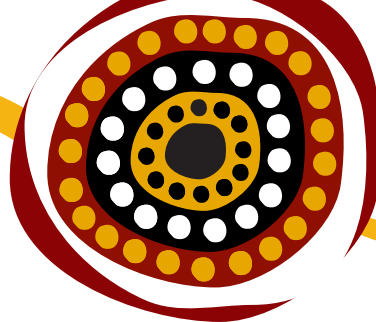
We want to build on our cultural intelligence, develop our programs to work with our communities and strengthen the respect we have for our Aboriginal and Torres Strait Islander colleagues and community members through learning and positive promotion of the reconciliation agenda.



Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	5.1 Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	November 2023	Director, People & Culture
	5.2 Conduct a Learning need analysis to support the development of a cultural learning Strategy for all staff	November 2023	Director People & Culture
	5.3 Identify learning partners to provide cultural awareness training opportunities to our employees, members and the public to attend.	December 2023, 2024	Manager, People & Culture
	5.4 Develop, communicate and implement the Cultural Learning strategy for CCIWA employees. Publish on CCIWA Internal Communication Channels.	January 2024	Director, People & Culture
	5.5 Provide opportunities for All staff to attend Cultural Awareness Training.	January 2024	Manager, People & Culture
	5.6 Deploy Psychological safety training for all Staff to create a culturally safe workplace.	October 2023	Manager, People & Culture
	5.7 Investigate opportunities for staff to engage and learn from local Elders, including learning about the cultural importance of the land.	August 2023	Director, People & Culture
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	6.1 Educate our employees of the significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country.	November 2023	Manager, People & Culture
	6.2 Develop, implement, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	October 2023	Events Lead
	6.3 Any employee presenting an Acknowledgement of Country, will be provided with additional training to present the acknowledgement respectfully and genuinely.	November 2023	Director, People & Culture

Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.6.	6.4 Establish organisational standard approach to Acknowledgment to Country and Welcome to Country into important meetings and significant events.	September 2023	Manager Marketing, Content with support from Events Lead
	6.5 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	June 2023, 2024, 2025	Events Lead
	6.6 In consultation with Traditional Owners, explore renaming the meetings rooms at the CBD Offices using Noongar language in a respectful way.	October 2023	Manager, Member Experience & Insights
	6.7 Celebrate our cultural diversity and talent by showcasing and displaying the artwork created by Aboriginal and Torres Strait Islander employees across our offices.	July 2023	Trainee Targeted Services
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	7.1 Develop a marketing strategy to celebrate and promote NAIDOC Week (National Aborigines and Islanders Day Observance Committee). Provide information and promote NAIDOC week events through the CCIWA internal channels.	First Week in July 2023, 2024, 2025	Manager Content & Marketing with support from Manager, People & Culture
	7.2 RAP Working Group to participate in an external NAIDOC Week event	First week in July 2023, 2024, 2025	Events Lead
	7.3 Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week	June, 2023, 2024, 2025	Director, People & Culture
	7.4 Promote existing CCIWA Leave and Flexible Working Policies to encourage participation.	June 2023, 2024, 2025	Manager, People & Culture
	7.5 Promote and encourage all staff including RWG in external NAIDOC events to staff	First Week in July 2023, 2024, 2025	Events Lead

Opportunities



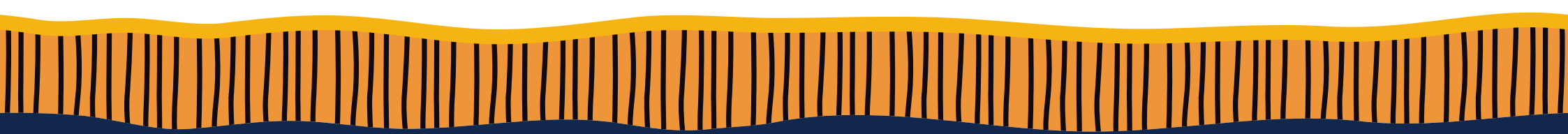
CCIWA strives to be an employer of choice for Aboriginal and Torres Strait Islander people. We believe in the power of diversity creating a more dynamic and innovative workforce that is culturally safe and inclusive.

Creating opportunities for Aboriginal and Torres Strait Islander people, organisations and communities is important to CCIWA. We are committed to engaging community in developing co-designed strategies, programs and services.

The Opportunities pillar sets out commitments that relate to improving our work in the attraction, development, and retention of Aboriginal and Torres Strait Islander staff members in CCIWA. It also sets out our commitment to further embedding procurement processes that support Aboriginal businesses.

These opportunities are important because they enrich the social, cultural and economic life of Aboriginal and Torres Strait Islander communities and provide opportunities for Aboriginal and Torres Strait Islander people to generate income, gain employment, develop professional skills and participate in the nation's economy, while maintaining a continued connection to Country and land.

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	8.1 Continue to build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June, 2023, 2024, 2025	Director, People & Culture
	8.2 Attend regional forums to help on-board new Aboriginal and Torres Strait Islander businesses and help them identify targeted opportunities.	June 2023, 2024, 2025	Manager, ICN
	8.3 Engage with Aboriginal and Torres Strait Islander staff to gain feedback on their thoughts of our recruitment process, suggestions for retention and professional development.	September 2023, 2024,	Manager, People & Culture
	8.4 Using feedback from our consultations develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and development strategy, which sets out and tracks targets for employment, development and engagement.	January 2024	Manager, People & Culture



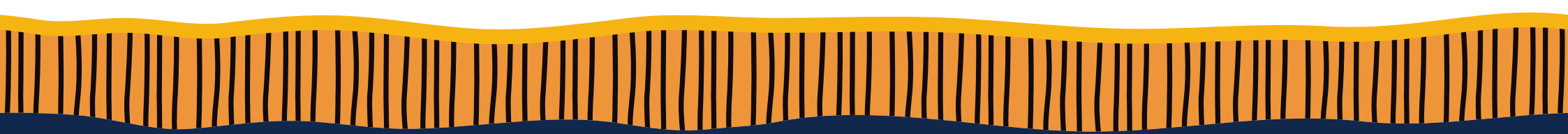
Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	8.5 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders including review of Job Ad wording to include our RAP Vision and Commitments.	June 2023, 2024, 2025	Manager People & Culture
	8.6 Review Recruitment, Selection and Induction policy and procedures to remove any barriers to Aboriginal and Torres Strait Islander Peoples participation at CCIWA.	January 2024	Manager, People & Culture
	8.7 Review set targets of Aboriginal and Torres Strait Islander staff employed in our workforce.	January 2024	Director, People & Culture with support Manager People & Culture
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	9.1 Enhance Membership and network of Aboriginal and Torres Strait Islander Peoples businesses through the Aboriginal Business Directory WA (ABDWA) and Aboriginal Business Newsletters.	June 2023, 2024, 2025	Manager, ICN
	9.2 1.3 Attend regional forums to help on-board new Aboriginal and Torres Strait Islander businesses and help them identify targeted opportunities.	June 2023, 2024, 2025	Manager, ICN
	9.3 Review our suppliers (e.g. printing, stationery, catering, etc.) with the aim to increase CCIWA's use of Aboriginal and Torres Strait Islander Peoples suppliers by reviewing one (1) key supplier each year through the use of Industry Capability Network (ICN) Gateway	June 2023, 2024, 2025	Manager, ICN
	9.4 Partner with Aboriginal and Torres Strait Islander Peoples Organisations to enable CCIWA to refer emerging Aboriginal and Torres Strait Islander Peoples businesses to seek further business advisory and support from these organisations (e.g. Waaliti Hub, ABDWA).	February 2025	Manager, ICN
	9.5 Within the Aboriginal Business Directory, build a contact list of Elders from the Western Australia community.	July 2023	Manager, ICN
	9.6 Investigate membership with the Noongar Chamber of Commerce and other Regional Aboriginal Chambers in WA.	July 2023	Manager, ICN

Action	Deliverable	Timeline	Responsibility
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	9.7 Use the ABDWA directory and Industry Capability Network (ICN) Gateway to develop and communicate opportunities for procurement of goods and services from Aboriginal businesses to staff.	June 2023, 2024,2025	Manager, ICN
	9.8 Promote positive partnerships / success stories with Aboriginal and Torres Strait Islander business through Electronic Digital Media (EDMs), website, LinkedIn.	January 2024	Manager Content & Marketing
	9.9 Review ABDWA and Industry Capability Network (ICN) Gateway processes to remove any barriers / issues for Aboriginal and Torres Strait Islander Peoples business.	July 2023, 2024, 2025	Manager, ICN
	9.10 Expand the promotion of the Aboriginal Business Directory services and newsletter to support Aboriginal Business Directory connections with Regional Chambers and Regional LGA's	July 2025	Manager, ICN
10. Investigate opportunities to further support First Nations businesses	10.1 Industry Capability Network (ICN) to establish regular meetings with Waalitj Hub and IEBF to collaborate on assisting Aboriginal and Torres Strait Islander businesses.	September2023, 2024	Manager, ICN
	10.2 Continue to reinforce our relationship with the Indigenous Emerging Business Forum (IEBF) by continuing our commitment to provide emerging Aboriginal & Torres Strait Islander Peoples with connection to corporate clients, sponsorships, and memberships.	July 2023, 2024, 2025	Manager, ICN
	10.3 Develop resources and materials to build industry knowledge and understanding around building respectful and trusting relationships with Aboriginal and Torres Strait Islander organisations and businesses	July 2023, 2024,2025	Manager, ICN
	10.4 Each month, check-in at the Waalitj Hub and Aboriginal Centre of Excellence to provide support service to companies looking to register a profile on the directory, and existing companies on how to improve their profiles.	May 2024, 2025	Manger, ICN
	10.5 Attend the annual IEBF (Indigenous Emerging Business Forum) event, and actively participate in discussions with Regional Aboriginal and Torres Strait Islander Business Organisations on future collaborations.	May 2024, 2025	Manger, ICN

Governance

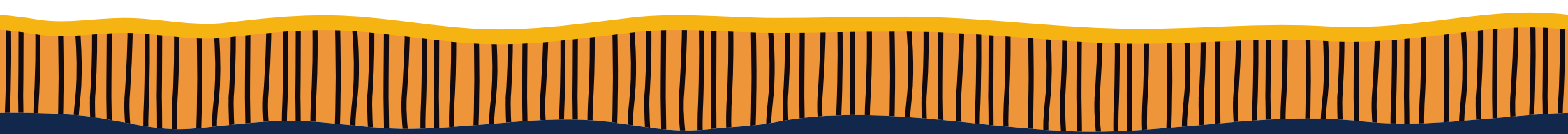


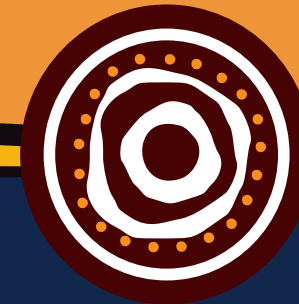
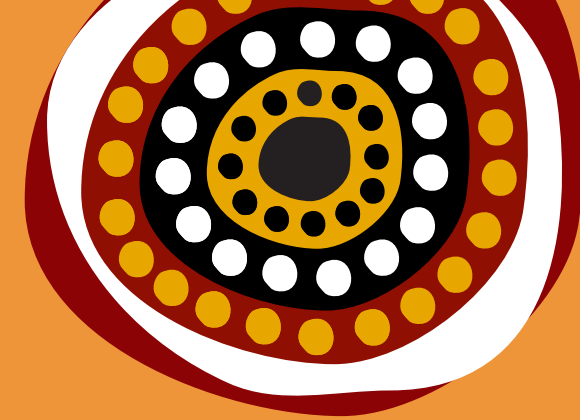
Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	11.1 Maintain and increase Aboriginal and Torres Strait Islander representation on the RWG.	June 2023 Aug 2023 Sept 2023 Jan 2024 Apr 2024 Jul 2024 Nov 2024 Feb 2025 Mar 2025 June 2025	Director People & Culture with support from Manager People and Culture
	11.2 Establish and apply a Terms of Reference for the RWG.	June 2023	Manager Policy
	11.3 Meet at least four times per year to drive and monitor RAP implementation.	June 2023 Aug 2023 Sept 2023 Jan 2024 Apr 2024 Jul 2024 Nov 2024 Feb 2025 Mar 2025 June 2025	Director, People & Culture
12. Provide appropriate support for effective implementation of RAP commitments.	12.1 Define resource needs for RAP implementation.	June 2023	Director People & Culture, with support from Manager People & Culture
	12.2 Engage our senior leaders and other staff in the delivery of RAP commitments.	July 2023	CEO





Action	Deliverable	Timeline	Responsibility
12. Provide appropriate support for effective implementation of RAP commitments.	12.3 Define and maintain appropriate systems to track, measure and report on RAP commitments.	July 2023	Manager, People & Culture
	12.4 Appoint and maintain an internal RAP Champion from senior management.	June 2023	Director, People & Culture
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	13.1 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	Manager People & Culture
	13.2 Report RAP progress to all staff and senior leaders quarterly. Including the CCIWA Board and General Council.	July 2023 Oct 2023 Feb 2024 Apr 2024 June 2024 Aug 2024 Mar 2025	Director, People & Culture and CEO
	13.3 Publicly report our RAP achievements, challenges and learnings, annually. Including CCIWA Life Page.	Annually, July	Director People & Culture
	13.4 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	Manager People & Culture
	13.5 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	January 2025	Manager People & Culture
14. Continue our reconciliation journey by developing our next RAP.	14.1 Register via Reconciliation Australia's website to begin developing our next RAP.	January 2025	Manager People & Culture
	14.2 Create a traffic light dashboard to enable clear reporting to Reconciliation Australia	January 2025	Director People & Culture





Chamber of Commerce
and Industry WA

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