



TRACKS   
INTEGRATED SERVICES

**INNOVATE**  
**Reconciliation**  
**Action Plan**

April 2023 to March 2025

# ABOUT THE ARTIST

**Rose Ngulikang Jansan is a Rak Mak Mak Marranunggu traditional owner from Kurrindju in the Finnis River Region, 100 kilometres southwest of Darwin, Northern Territory. Rose was born in 1941 at Makanba, Bamboo Creek, also now known as Litchfield National Park, and passed away in 1989 in the Northern Territory. Rose's early years were spent with her parents Bilawuk Kirol and Tom Schofield (and later stepfather Tom Nickaloff), at Bamboo Creek Tin Mine in her country. Rose grew up with her extended family learning about kinship and relationships to country and was a fluent speaker of her languages Marranunggu, Marrithiyel and Northern Creole.**

There were repeated efforts to remove Rose from her family under Australian federal and state government legislation, a practice now known as the "Stolen Generations". Rose recalled having to regularly hide in the surrounding bushland with her siblings, to avoid being forcibly removed.

In 1941 a Methodist mission was established on Croker Island, Northern Territory, to house Aboriginal children of mixed descent who were forcibly taken from their families by the Welfare Department. At age three Rose went to this mission, which at the time, was approximately two days' travel by boat. Croker Island was a significant distance for Rose to be separated from her country and family.

Rose stayed at this mission until she was 15 years of age. In 1957 she was fostered by a Methodist minister and his wife in Adelaide, South Australia, where she completed her education. In the early 1970s, Rose returned to the Northern Territory where she met Roy Jansan and raised three children. Rose worked for Legal Aid Northern Territory and was self-employed as a businesswoman with her partner Roy Jansan, from the early 1970s until her passing in 1989.

Rose Ngulikang Jansan was reunited with her mother Bilawuk on the Delissaville, Wagait, Larrakia Aboriginal Land Trust. Rose's mother Bilawuk asked her to be involved in the Finnis River land claim (1980/81). Under the *Aboriginal Land Rights (Northern Territory) Act 1976* Rose was identified as a Traditional Aboriginal claimant with her mother's Rak Mak Mak Marranunggu family groups. Fifteen years later in 1995, the Rak Mak Mak Marranunggu claimants were recognised as Traditional Aboriginal Owners by the Northern Land Council.



***At Croker Island, from left, rear – Daisy Fisher, Mada Brook, Nancy Cameron, Edie Waters, Margaret Somerville; middle row Bett Bett McDonald, Rose Nickoloff; front row – Tania Ryan, Eileen Smith, Pava Nickoloff, Rita Fisher and Miriam Stead.***

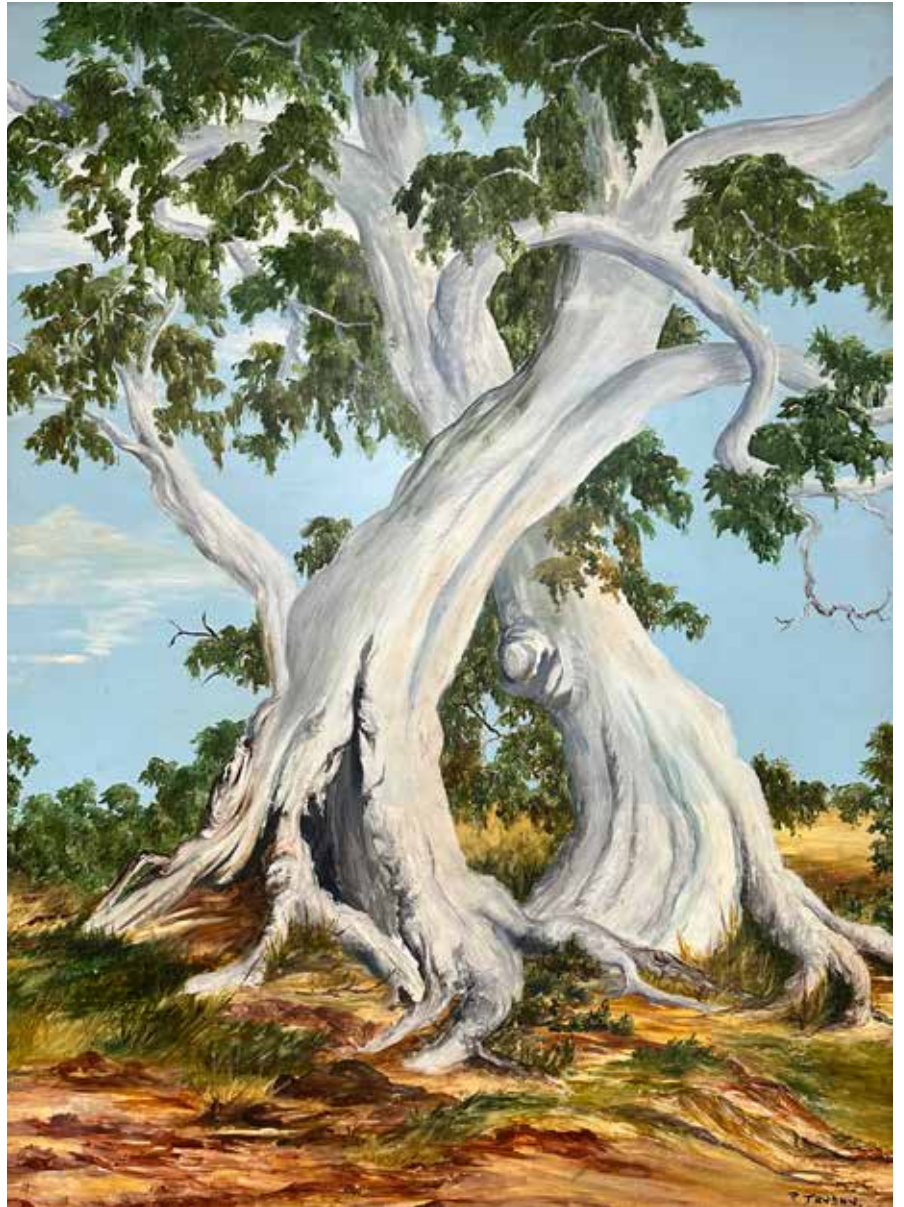
# ABOUT THE ARTWORK

**TRACKS is inspired by Rose Ngulikang Jansan's life and has chosen to celebrate her success by recognising her valued artwork on the cover of this Reconciliation Action Plan (RAP).**

Rose was 48 years old when she passed away, and her two remaining children Roy Jansan and Nicole Thompson have given their written permission to authorise the use of their mother's painting of the Arrwu (©1987) for this RAP. The Arrwu, as known locally in Mak Mak Marranunggu and Marrithiyel languages, is a hardwood eucalyptus tree renowned for its beauty and resistance to extreme conditions in our Australian environments and landscapes.

Rose Ngulikang Jansan was the first of her Rak Mak Mak Marranunggu group to paint contemporary landscapes, nature and portraits using oils, watercolours and acrylic on canvas. Her pioneering artworks hold deep spiritual connections to Rose's country and offer a culturally symbolic analogy of significance for this RAP.

The Arrwu painting (©1987) illuminates Rose's spiritual connection to the ghost gum tree through its multiple uses for firewood, cooking, preserving meat, cultural healing, and medicinal purposes. All the traditional uses of the Arrwu hold deep respect and application. The bark turns a powdery white when cooked and is used to whiten tribal headbands and as body paint for ceremonial occasions. Rose's own affiliation and spiritual connection with the Arrwu is reflected in its presence and dominance in her landscape paintings.



The Arrwu painting (©1987) by Rose Ngulikang Jansan depicts her Marrawulgat Nation ancestor's knowledge and practices. It represents the resilience and dignity of Australia's First Nations peoples, like Rose and many others, in their continued efforts to assert their rightful place as the custodians of their lands. The Arrwu's capacity to sustain life in the most inhospitable of environments is a powerful symbol of endurance that will underpin TRACKS' reconciliation journey, as we strive to promote and celebrate First Nations Australians' unique strengths and contributions to the workplace.



## MESSAGE FROM NICOLE THOMPSON, TRACKS

**As a proud Mak Mak Marranungu woman from the traditional lands south of Darwin, I am pleased to release our first RAP.**

Established in 2018, TRACKS Integrated Services (TRACKS) is a Northern Territory-based human capital and innovation company specialising in Indigenous training and employment. As a young company, we seek out new opportunities to grow and deliver the highest standard of transformational workforce planning, recruitment, talent acquisition and human resource management services to our clients.

At TRACKS, we believe every Australian has a right to a job and a future. For us, education, employment and economic success are key to closing the gap and improving the life circumstances of our First Nations peoples.

Our first RAP is an important document for guiding us on our journey and long-term success in championing reconciliation within our organisation.

The process of reconciliation challenges us to reconsider the way we think and work. It allows us to embrace unity between First Nations peoples and other Australians and affirms our national culture founded on equality and equity, acceptance and pride. This RAP reinforces our commitment to good workforce practices and workforce measures that promote tolerance, inclusion and opportunity for people of all ages and backgrounds.

I am excited about the opportunities our RAP provides us to improve the social, employment and business outcomes of Australia's First Nations peoples. We remain committed to making a significant difference through this RAP in promoting diverse and inclusive work practices and establishing meaningful, respectful and mutually beneficial working relationships with First Nations peoples and organisations.

The actions and targets in this RAP over the next two years will embed reconciliation throughout our organisation and enable us to test new and innovative ways of achieving social and economic participation and financial independence for First Nations peoples.

I commend this RAP to you and I look forward to partnering with Reconciliation Australia on our journey.

**Nicole Thompson**  
**Managing Director**  
**TRACKS Integrated Services**



## MESSAGE FROM KAREN MUNDINE, RECONCILIATION AUSTRALIA

### Reconciliation Australia commends TRACKS Integrated Services on the formal endorsement of its inaugural Innovate RAP.

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

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

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

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

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

With 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. TRACKS Integrated Services is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

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

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

Congratulations TRACKS Integrated Services on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
**Chief Executive Officer**  
**Reconciliation Australia**



# OUR BUSINESS

**Established in 2018, TRACKS is a Northern Territory-based human capital and innovation company specialising in Indigenous training and employment. Offering a suite of integrated services, we canvas talented candidates from multiple labour markets to hire the best person to fill blue-collar, university graduate, clerical, administrative and management roles.**

TRACKS is quickly becoming an agency of choice in being able to provide the best workforce solutions to businesses large and small. TRACKS has a workforce of seven staff, including two Indigenous trainees. Our multidisciplinary team brings a diversity of skills and experience, to deliver innovative recruitment and training solutions that meet our business clients' immediate and long-term workforce needs.

As a Northern Territory Aboriginal-owned and operated company, TRACKS is certified as an Indigenous business with Supply Nation and is a member of the Northern Territory Indigenous Business Network. We have exceptional experience, networks and relationships in place to capitalise on the enormous opportunities First Nations peoples bring to the workplace.

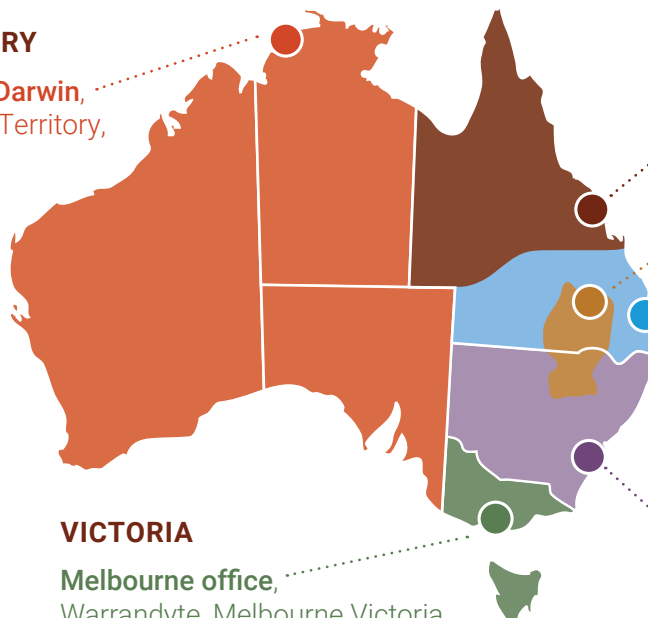
TRACKS stands for Training and Recruitment giving Aspiring Careers a Kick Start. Through this RAP we will continue to work with our internal and external stakeholders, to capitalise on our sphere of influence in driving reconciliation outcomes and real social and economic benefits for Australia's First Nations peoples.

## OUR LOCATIONS

TRACKS is based in Darwin, Northern Territory. Our service reach extends across Australia through the following national network of offices.

### NORTHERN TERRITORY

**Head office Winnellie Darwin,** servicing the Northern Territory, South Australia and Western Australia.



### QUEENSLAND

**Rockhampton office,** servicing central north Queensland.

**Chinchilla office,** servicing the Surat Basin, central south Queensland.

**Brisbane office,** Springwood Queensland, servicing Queensland.

### NEW SOUTH WALES

**Shellharbour (Oak Flats) office,** servicing New South Wales and the Australian Capital Territory.

### VICTORIA

**Melbourne office,** Warrandyte, Melbourne Victoria, servicing Victoria and Tasmania.

# OUR SERVICES

TRACKS offers a full range of people & performance management, contracting and consulting services.

## People & Performance Management



- TRACKS provides a comprehensive suite of recruitment, labour hire, human resource management services and products.
- Since our establishment in 2018, we have steadily grown our labour-hire contracts to successfully cater for several major Northern Territory-based companies from the mining, manufacturing, civil construction and defence industries.
- Our dedicated team combines their in-depth industry knowledge, local contacts and networks with technology to come up with tailored workforce recruitment solutions in response to our business clients' unique requirements.
- We are developing and implementing a range of innovative products to help our business clients with their human capital and workplace innovation needs. These include the establishment of a talent pipeline of exceptional candidates who can fill higher-skilled jobs. We have also developed a comprehensive Workplace Mentoring and Talent Management Program to help our business clients create collaborative workplaces that promote continuous learning, improve skills retention and increase workplace innovation and productivity.

## Contracting



- TRACKS provides end-to-end contracting services targeting mining, oil and gas, civil and general construction industries Australia-wide.
- TRACKS also enters into joint ventures with construction, mining and transport companies, giving priority to Indigenous owned and operated businesses.
- Through these projects, we provide complete local workforce solutions to support significant civil construction, earthworks, roadworks and haulage projects.

## Consulting



- TRACKS provides a range of consultancy services and advice to develop strategies that support local businesses and major project proponents to deliver benefits for the Northern Territory economy and labour market.
- Particular focus is given to First Nations peoples, especially from Northern Territory remote and regional communities and secondary students transitioning from school into work.



A close-up photograph of two hands, one with darker skin and one with lighter skin, gently touching and supporting a cluster of vibrant green leaves. The hands are positioned as if cradling or nurturing the plant. The background is a soft, out-of-focus green, suggesting a natural, outdoor setting. The overall mood is one of care, growth, and connection to nature.

# OUR VISION FOR RECONCILIATION

Our vision for reconciliation is to take every opportunity to celebrate, and learn from, the rich tapestry of languages, cultures and heritage that make up First Nations peoples and have a rightful place in our shared national identity. We will use these learnings to advance reconciliation through our organisation by:

- better understanding of how workforces can be configured, and our training and recruitment services and products enhanced, to take full advantage of the unique skills, capabilities and life experiences of Australia's First Nations peoples; and
- strengthening our work with businesses and organisations who see the bottom-line benefits of attracting talented First Nations peoples in creating culturally safe, proud and competent workplaces.



# OUR INNOVATE RAP

**Through this RAP, we will increase our efforts to successfully engage with businesses and organisations who see the bottom-line benefits from leveraging the many talents and skills of First Nations peoples. At TRACKS, we believe every Australian has a right to a job and a future. We acknowledge the complexities behind the causes and impact of poverty. For TRACKS, education, employment and economic success are key to closing the gap and improving the life circumstances of our First Nations peoples.**

We are excited about the possibilities reconciliation offers as a driver of economic growth, and its intrinsic value for increasing prosperity and ensuring the continued place and importance of First Nations peoples in Australia. This Innovate RAP will implement inclusive strategies to achieve reconciliation at all levels in our organisation and amongst our clients and stakeholders.

A major initiative of this RAP will be the establishment of an online Community of Practice with like-minded organisations, businesses and stakeholders across the Northern Territory. This portal will provide a platform for meaningful stakeholder engagement, supported by quarterly editions of a TRACKS RAP e-newsletter. Through this platform, TRACKS will engage members in discussion and collaboration, to explore new and innovative ways of building resilient and high-performing workforces by increasing the participation of First Nations peoples and supporting their education and career aspirations, and developing local business opportunities.

## WHAT WE WANT TO ACHIEVE FROM THIS RAP

We start our reconciliation journey by recognising the immense importance of collective and meaningful engagement with all Australians. We will take a strong leadership role in encouraging our staff, stakeholders, job candidates and business clients to explore the accumulated languages, knowledge, connections and histories that make up the rich cultural fabric of our First Nations people. We will use the lessons learnt from these interactions to take full advantage of these cultural value systems for driving improved employment outcomes and economic opportunities for First Nations peoples using our service.

## BEING ACCOUNTABLE

We see everyone in TRACKS as having responsibility for driving positive change for First Nations staff, clients and stakeholders through their ongoing commitment to the principles of reconciliation. We will establish a RAP Champion and Working Group, to guide us on our reconciliation journey and keep us accountable for delivering on our vision and commitments.

Our RAP Champion is the TRACKS Managing Director, Nicole Thompson. Nicole is the most senior member of staff and a Mak Mak Marranunggu Aboriginal woman from the Northern Territory. Nicole will be supported by the RAP Working Group, comprising the TRACKS business development consultant, a staff representative and two external members (who will advise on TRACKS business client interests and the broader First Nations community interests and dynamics).



# RELATIONSHIPS

At TRACKS, we understand the critical importance of forming mutually beneficial relationships, to gain a deeper appreciation of the issues facing Australia’s First Nations peoples. We are committed to entering into respectful dialogue, based on honest, thoughtful and reflective interactions, to gain a better understanding of First Nations people’s needs and wants. We will work in partnership with First Nations people, communities and organisations, and other interested stakeholders, to communicate and learn from each other and achieve better service outcomes.

**FOCUS AREA**

To co-design and implement new and innovative ways of promoting business benefits, and improving employment and career outcomes, through deepening our relationships and work with Australia’s First Nations peoples.

Action	Deliverable	Timeline	Responsibility
<b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	a) Develop a Communication and Engagement Plan that identifies the First Nations stakeholders and organisations with whom TRACKS will communicate, our shared purpose and consultation objectives, and our methods and frequency of contact.	May 2023	Managing Director
	b) Consult with First Nations stakeholders and organisations.	Ongoing (progress report Nov. 2023, 2024)	Managing Director
	c) Document the outcomes of these consultations to identify shared interests and strategic opportunities. Negotiate and agree on the actions to address these.	July 2023, 2024	Business Development Consultant
	d) Prioritise and implement joint projects in collaboration with the First Nations stakeholders and organisations, in response to the opportunities identified.	Ongoing (progress report Nov. 2023, 2024)	Managing Director
	e) Review and update the Communication and Engagement Plan.	January 2024, 2025	Business Development Consultant



Action	Deliverable	Timeline	Responsibility
<b>2. Build relationships by celebrating National Reconciliation Week (NRW).</b>	a) Circulate Reconciliation Australia's NRW resources and materials to TRACKS staff.	May 2023, 2024	Managing Director
	b) Deliver a TRACKS NRW morning tea with staff, senior leaders, business clients and job candidates.	25 May to 3 June 2023, 2024	Indigenous Trainees
	c) Co-design and sponsor the Northern Territory (NT) Department of Education, NT schools, Charles Darwin University and TRACKS business clients an annual art and photographic exhibition with primary and secondary school students. <ul style="list-style-type: none"> <li>This exhibition will align with the NRW annual theme each year, to celebrate Indigenous histories and cultures in Australia and foster reconciliation discussion.</li> </ul>	25 May to 3 June 2024	Business Development Consultant
	d) Review and evaluate the implementation process and reconciliation outcomes achieved from the art and photographic exhibition, with a view to continuing this annual event in a future RAP.	Aug. 2024	Business Development Consultant
	e) Support TRACKS staff, senior leaders and RAP Working Group members to participate in the TRACKS-sponsored NRW events and at least one external NRW event.	25 May to 3 June 2023, 2024	Managing Director
	f) Register the staff morning tea and art and photographic exhibition NRW events on Reconciliation Australia's NRW website.	Before April 2023, 2024	Business Development Consultant





Action	Deliverable	Timeline	Responsibility
<b>3. Promote reconciliation through our sphere of influence.</b>	a) Invite RAP organisations operating in TRACKS' service catchments, TRACKS business clients, job candidates, stakeholders and like-minded organisations (government and community based) to participate in an online Reconciliation Community of Practice (Community of Practice).	May 2023	Managing Director
	b) Prepare and circulate a quarterly e-newsletter to encourage the members of this Community of Practice to interact, share ideas and perspectives, and collaborate on ways for improving the workforce participation, social and economic outcomes of First Nations people.	June, Sept., Dec. 2023; Mar., June, Sept., Dec. 2024; Mar. 2025	Business Development Consultant
	c) Identify and implement at least one joint initiative that can be undertaken each year with the members of this Community of Practice.	Ongoing (progress report Jan. 2024, 2025)	Managing Director
	d) Communicate TRACKS' progress and the outcomes of these joint initiatives through the Community of Practice e-newsletter.	June 2023, 2024; Mar. 2025	Digital and Social Media Content Manager
	e) Develop and implement a staff engagement strategy to raise awareness of reconciliation across the TRACKS' workforce and amongst its job candidates.	May 2023 (Review Jan. 2024, 2025)	Business Development Consultant
	f) Explore additional opportunities to positively influence TRACKS' external stakeholders and drive reconciliation outcomes.	Ongoing (Review Jan. 2024, 2025)	Managing Director



Action	Deliverable	Timeline	Responsibility
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	a) Conduct a review of TRACKS HR policies and procedures to identify anti-discrimination biases and develop mitigating strategies. This review will be informed by the goals of the United Nations framework for a sustainable future that focus on reducing inequalities, achieving gender equity and empowerment and improving access to inclusive and quality lifelong education.	May 2023	Managing Director
	b) Implement the updated policies and procedures, to address all forms of workplace discrimination, harassment and bullying, including incidents involving a person’s race, sex, disability, age, sexual orientation, gender expression, medical or genetic conditions.	Ongoing (progress report Dec. 2023, 2024)	Business Development Consultant
	c) Consult First Nations, government and community organisations and the members of TRACKS’ Reconciliation Community of Practice on additional policy options and strategies to identify, address and prevent workplace discrimination, harassment and bullying.	June 2023, 2024; Mar. 2025	Managing Director
	d) Develop and disseminate communication and education materials to support the implementation of the above policies and procedures.	Ongoing (progress report Dec. 2023, 2024; Mar. 2025)	Business Development Consultant
	e) Educate staff and senior executive leaders on: <ul style="list-style-type: none"> <li>• the effects of racism and discrimination in the workplace;</li> <li>• TRACKS’ zero-tolerance approach to identifying and responding to incidents of racism and discrimination; and</li> <li>• TRACKS' commitment to culturally and racially inclusive work practices for maintaining equitable, professional and respectful employee and customer relationships.</li> </ul>	Ongoing (progress report Dec. 2023, 2024; Mar. 2025)	Business Development Consultant



# RESPECT

**TRACKS is committed to learning about the histories, traditions, knowledge and practices embodied in First Nations cultures. We will build our understanding of First Nations cultures and identity, and to work in closer partnership with First Nations stakeholders and organisations. We will ensure First Nations peoples are effectively engaged in and have equal access to the services and supports available through TRACKS, by harnessing the power of culture for bringing communities together and nurturing a greater sense of belonging and pride.**

## FOCUS AREA

**In line with the first priority of the Closing the Gap National Agreement, TRACKS will strengthen structures to support greater collaboration and shared decision-making with First Nations peoples and organisations. We will use these processes to increase First Nations peoples' participation in the workforce and engagement in Australian life.**





Action	Deliverable	Timeline	Responsibility
<b>1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	a) Consult with members of the Community of Practice, First Nations organisations, government and community stakeholders on how TRACKS can ensure genuine First Nations voices are heard and represented through its community stakeholder mapping, partnership brokerage, consultation design and implementation processes.	June 2023, 2024; Feb. 2025	Managing Director
	b) Using the outcomes of these consultations, review TRACKS' cultural learning needs and develop a Cultural Learning Strategy.	July 2023	Business Development Consultant
	c) TRACKS' senior leadership endorses the cultural learning strategy and communicates it to staff, business clients and members of the Community of Practice.	Aug. 2023	Managing Director
	d) RAP Working Group members, HR managers and TRACKS' key leadership staff participate in formal and structured cultural learning and training programs delivered through this strategy.	Ongoing (progress reports Jan. 2024, 2025)	Business Development Consultant
	e) In line with the Cultural Learning Strategy, encourage and support TRACKS staff and the RAP Working Group members to join in local community events that celebrate the cultural heritage of First Nations peoples and communities.	Ongoing (progress reports Jan. 2024, 2025)	Managing Director



Action	Deliverable	Timeline	Responsibility
<b>2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	a) Apply cultural protocols for when a Welcome to Country and Acknowledgement of Country is given and the forms it should take.	April 2023	Managing Director
	b) Include the Acknowledgement of Country at the commencement of significant meetings and invite the local Traditional Owners or Custodians to provide a Welcome to Country at public events.	April 2023	Managing Director
	c) Communicate to staff the purpose of these cultural protocols and ensure their compliance with the protocols.	Ongoing (review Jan. 2024, 2025)	Business Development Consultant
	d) Consult the Community of Practice, First Nations organisations, government and community stakeholders on strategies for embedding cultural respect principles in TRACKS' service planning and delivery processes.	Sept. 2023	Managing Director
	e) Informed by these consultations, develop a Cultural Respect Framework, outlining the domains and key strategies for delivering culturally respectful and responsive services within TRACKS, and maintaining a culturally safe working environment for TRACKS staff.	Oct. 2023	Business Development Consultant
	f) Link this framework as guiding principles for TRACKS' anti-discrimination policies and procedures.	Oct. 2023	Business Development Consultant
	g) The Cultural Respect Framework is endorsed by TRACKS' senior leadership and communicated to all staff, business clients and members of the Community of Practice.	Nov. 2023	Managing Director





Action	Deliverable	Timeline	Responsibility
<b>3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	a) Review TRACKS HR policies and remove any barriers for staff to participate in NAIDOC week activities.	April 2023	Business Development Consultant
	b) RAP Working Group members and TRACKS staff participate in at least one external NAIDOC Week event.	2-9 July 2023; 7-14 July 2024	Managing Director
	c) Co-host with TRACKS' business clients a major annual NAIDOC event, to share inspirational stories and showcase the efforts of First Nations champions in promoting and driving reconciliation. This event is alternated each year between Darwin and Alice Springs.	2-9 July 2023; 7-14 July 2024	Managing Director
	<ul style="list-style-type: none"> <li>Secure the agreement from TRACKS business clients to co-design and host the events.</li> <li>Consult the Community of Practice and RAP Working Group members, First Nations organisations and stakeholders for suggestions of guest speakers and topics for the NAIDOC event.</li> <li>Finalise the venue sub-themes (in line with the approved NAIDOC theme), guest speakers, master of ceremony and the event order.</li> </ul>	May 2023, 2024 May 2023, 2024 May 2023, 2024	Managing Director Business Development Consultant Managing Director
d) Register the event on the NAIDOC website. Advertise and invite guests.	Before June 2023, 2024	Business Development Consultant	





# OPPORTUNITIES

**TRACKS will draw on its spheres of influence, to leverage resources and improve economic and social outcomes for Australia's First Nations peoples. As a specialist in Indigenous employment, we recognise the bottom-line benefits for businesses of culturally diverse workplaces through improved employee satisfaction, stronger customer orientation, enhanced market reach, better decision making and greater workforce productivity. There are also significant benefits for First Nations peoples through higher living standards, financial security and the ability to exercise greater control and make genuine choices in their lives. In addition to enhancing employment outcomes, we will also partner with Indigenous businesses to share our competitiveness for winning contracts.**

## FOCUS AREA

**To implement capacity-building initiatives that unlock the inherent talents and capabilities of First Nations peoples, businesses and enterprises. We will achieve this by empowering our First Nations job candidates, in partnership with business, to realise their full potential and make positive contributions to workplace innovation. We will also pursue the significant benefits of working with like-minded Indigenous businesses, to draw on our shared cultural values through commercial relationships that deliver quality goods and services.**



Action	Deliverable	Timeline	Responsibility
<b>1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</b>	a) Review TRACKS' HR policies and procedures to remove recruitment barriers for First Nations job candidates in TRACKS.	May 2023, 2024	Managing Director
	b) Develop a First Nations recruitment, retention and professional development strategy, by providing: <ul style="list-style-type: none"> <li>• traineeship pathways to ongoing jobs in TRACKS;</li> <li>• upskilling and career development opportunities for First Nations employees working in TRACKS.</li> </ul>	June 2023	Business Development Consultant
	c) TRACKS' senior leadership endorses the strategy and communicates it to staff, business clients and members of the Community of Practice.	July 2023	Managing Director
	d) Consult First Nations employees on this strategy, outlining the recruitment and career development opportunities that are available.	July 2023, 2024	Managing Director
	e) Advertise the traineeship pathways through the Community of Practice and TRACKS online recruitment platforms.	June 2023, 2024	Managing Director
	f) Work with NT schools, the Dept. of Education and TRACKS business clients to develop career information and co-sponsor work exposure and work experience placements and promote TRACKS traineeships and local job pathways for secondary students finishing school.	Ongoing (progress reports Nov. 2023, 2024)	Business Development Consultant
	g) Appoint the trainees, with at least one traineeship position going to a First Nations senior secondary student who has left school.	Dec. 2023, 2024	Managing Director
	h) Inform First Nations staff of the professional training and career development opportunities available at TRACKS through their annual performance review meetings.	Aug. 2023, 2024	Managing Director
	i) Provide TRACKS' First Nation's staff with training and development opportunities, to advance in their jobs and pursue higher-skilled roles within the organisation.	Ongoing (progress reports Aug. 2023, 2024)	Managing Director



Action	Deliverable	Timeline	Responsibility
<b>2. Improve employment opportunities and outcomes for TRACKS' First Nations job candidates.</b>	a) Set a target and review annually the number of First Nations job candidates placed by TRACKS in labour hire contracts transitioning into ongoing employment.	Ongoing (review Dec. 2023, 2024; Mar. 2025)	Managing Director
	b) Design and implement a Workplace Mentoring and Talent Management Program (the program), to support First Nations job candidates build their workplace communication, participation and strategic leadership skills and achieve sustainable employment.	April 2023	Business Development Consultant
	c) Consult with First Nations, government, non-government, community organisations and businesses on the program's logic and practice framework.	Ongoing (review Dec. 2023, 2024; Mar. 2025)	Managing Director
	d) Develop an Operations Guide, undertake training and appoint a sessional panel of qualified mentors to deliver the program. As demand for the program grows, subsequent training intakes will be run to increase the number of available panel mentors.	April 2023	Business Development Consultant
	e) Promote the program to business clients for investing in First Nations job candidates placed with them by TRACKS.	Ongoing (progress report Dec. 2023, 2024; Mar. 2025)	Business Development Consultant
	f) Establish a talent pipeline within TRACKS to attract, promote and place First Nations and other job candidates in credentialed and higher-skilled leadership roles. Suitable job candidates completing the program will be encouraged to register.	Ongoing (progress report Dec. 2023, 2024; Mar. 2025)	Business Development Consultant
	g) Facilitate First Nations people's take-up of public service training and employment opportunities available through the NT Government's Early Careers program. <ul style="list-style-type: none"> <li>• Work with the NT Government as a panel contractor, to advertise placements and support the participation of First Nations candidates through tailored recruitment and workplace support.</li> </ul>	Ongoing (progress report Dec. 2023, 2024; Mar. 2025)	Managing Director



Action	Deliverable	Timeline	Responsibility
<b>3. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	a) Review and update TRACKS procurement guidelines to remove any impediments to procuring goods and services from First Nations businesses.	May 2023, 2024	Business Development Consultant
	b) Consult with the Community of Practice membership, Supply Nation, First Nations businesses, organisations and stakeholders, government and non-government organisations on the development of a First Nations business procurement strategy for TRACKS and annual minimum targets for supply contracts awarded to First Nations businesses.	June 2023, 2024	Managing Director
	c) Develop a First Nations business procurement strategy. Include minimum annual procurement targets and the following criteria in the strategy for defining a First Nations business. <ul style="list-style-type: none"> <li>• Minimum of 50% Indigenous owned and operated and registered with Supply Nation and/or the Northern Territory Indigenous Business Network.</li> </ul>	June 2023 (review June 2024, Mar. 2025)	Business Development Consultant
	d) Launch the First Nations Business Procurement Strategy and communicate the Strategy to TRACKS staff.	July 2023	Business Development Consultant
	e) Promote the procurement strategy and establish commercial relationships with First Nations businesses. Review annual procurement targets and update them as required.	Ongoing (review Mar. 2024, 2025)	Managing Director
	f) Work with First Nations businesses to share resources and build their capacity to compete for TRACKS procurement contracts for the supply of goods and services.	Ongoing (progress report Mar. 2024, 2025)	Managing Director

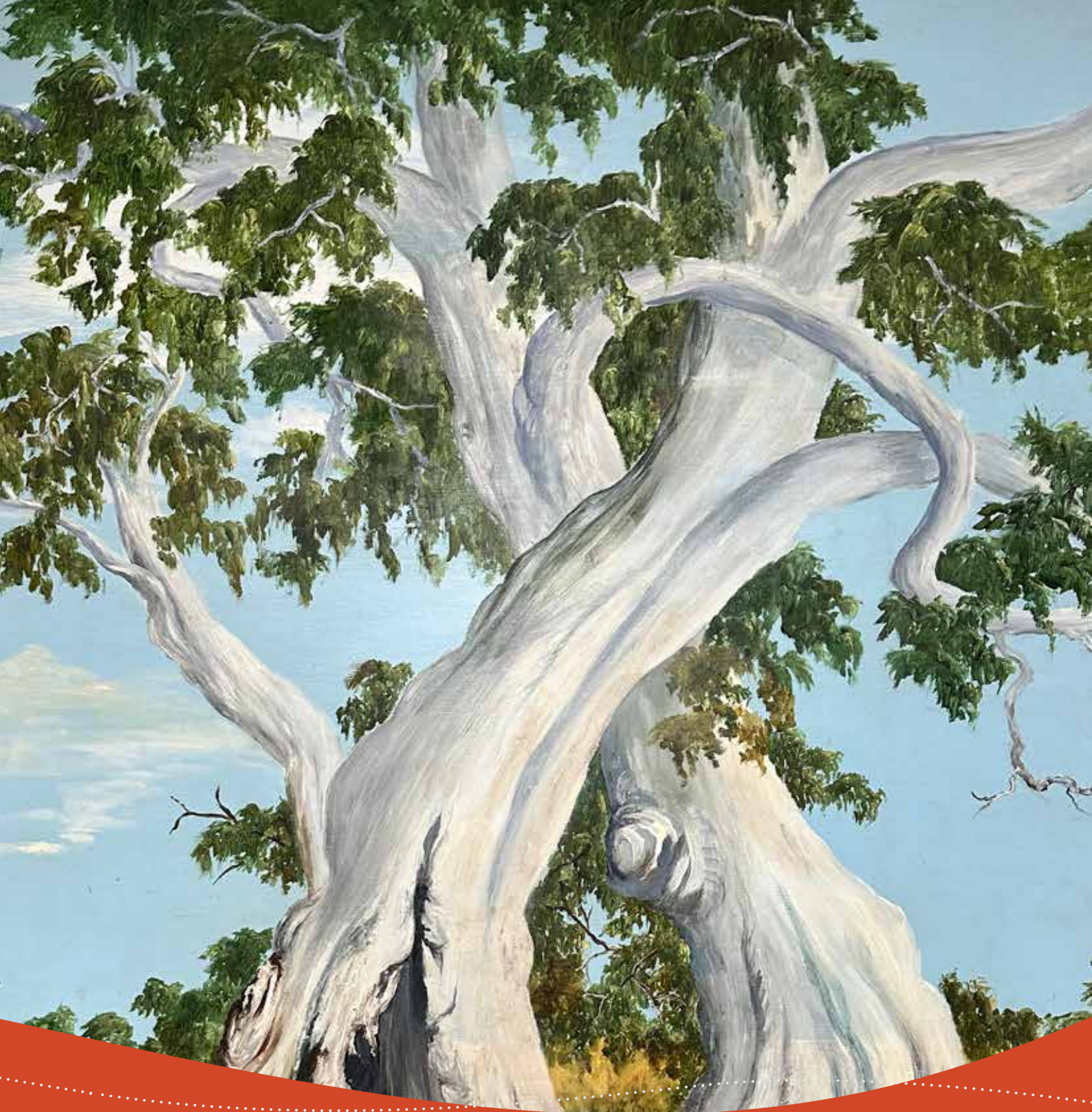


# GOVERNANCE

Action	Deliverable	Timeline	Responsibility
<b>1. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.</b>	a) Determine the membership of the RWG, ensuring strong First Nations representation.	Mar. 2023	Managing Director
	b) Establish the Terms of Reference for the RWG.	Mar. 2022	Managing Director
	c) Recruit members and hold the first meeting of the RWG.	April 2023	Managing Director
	d) Meet at least four times a year to drive and monitor RAP implementation.	April, July, Oct., Dec. 2023, 2024 Mar. 2025	Managing Director
<b>2. Provide appropriate support for the effective implementation of RAP commitments.</b>	a) Define the resource needs for TRACKS RAP implementation.	May 2023	Managing Director
	b) Consult bi-monthly and update TRACKS senior leaders and other staff on the delivery of TRACKS RAP commitments.	Mar., June, Sept., Dec. 2023 and 2024 Mar. 2025	Managing Director
	c) Establish and maintain appropriate systems to monitor, measure and report on TRACKS RAP commitments.	Ongoing (progress reports Jan. 2024, 2025)	Business Development Consultant
	d) Appoint and maintain an internal RAP Champion from senior management.	April 2023	Managing Director



Action	Deliverable	Timeline	Responsibility
<b>3. Build accountability and transparency by reporting RAP achievements, challenges and learnings internally and externally.</b>	a) Verify with Reconciliation Australia TRACKS' primary and secondary contact details and keep these up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Managing Director
	b) Contact Reconciliation Australia to request TRACKS' unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	Managing Director
	c) Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	Business Development Consultant
	d) Report quarterly on TRACKS RAP progress to all staff and senior leaders.	Mar, June, Sept, Dec 2023, 2024	Managing Director
	e) Report annually on TRACKS' RAP achievements, challenges and learnings to the Community of Practice membership and TRACKS business clients.	November 2023, 2024	Business Development Consultant
	f) Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	Managing Director
	g) Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	February 2025	Managing Director
<b>4. Continue our reconciliation journey by developing our next RAP.</b>	a) Register via Reconciliation Australia's website to begin developing our next RAP.	June 2024	Managing Director



TRACKS   
INTEGRATED SERVICES

## CONTACT

**Name:** Nicole Thompson  
**Position:** Managing Director  
**Phone:** 0427 508 802  
**Email:** [nicole@tracksis.com.au](mailto:nicole@tracksis.com.au)  
**Address:** 1/111 Coonawarra Road, Winnellie, Darwin 0821