

# RACING QUEENSLAND INNOVATE RECONCILIATION ACTION PLAN



JULY 2022 – JULY 2024



## ABOUT THE RAP ARTIST AND ARTWORK

In 2020, Racing Queensland commissioned an Aboriginal artist, Charlie Chambers Jr, to create a bespoke piece of art that represented the connection between racing and the community to feature in all RAP collateral.

Charlie Chambers Jr is an Aboriginal artist and emu egg carver from Cherbourg, which is northwest of Brisbane. His tribe is Jarowair from the Toowoomba, Dalby and Bunya Mountain Region.

The RAP artwork created by Charlie is called "The Gathering" and the painting is about people attending the racetrack from the bush, country towns and city communities to come together and participate in racing with friends and family, whether it is greyhounds, harness or thoroughbred racing.

## ACKNOWLEDGEMENT OF COUNTRY

Racing Queensland (RQ) acknowledges the **Turrbal People**, the Traditional Custodians of the land on which we operate and conduct our business across Queensland. We pay our respects to Aboriginal and Torres Strait Islander peoples and to Elders, past, present and emerging.

## CULTURAL WARNING

Aboriginal and Torres Strait Islander peoples should be aware that this document may contain images or names of people who have since passed away.

# RAP ARTWORK UNVEILING CEREMONY 2020





# MESSAGE FROM OUR CHIEF EXECUTIVE OFFICER

**BRENDAN PARNELL**

Chief Executive Officer, Racing Queensland

Over the past 12 months, the Queensland racing industry has made meaningful steps forward on its journey towards reconciliation.

As one of the Sunshine State's largest employers, providing more than 13,500 full-time jobs and \$1.9 billion to the Queensland economy, our goal from the outset was to strengthen relationships between Aboriginal and Torres Strait Islander peoples and non-Aboriginal and Torres Strait Islander peoples for the benefit of all Australians.

Since embarking on this journey, it is heartening to see the progress that has been made.

Through our inaugural Reflect RAP, Racing Queensland was able to demonstrate its formal commitment to reconciliation, providing a strong foundation for long-term change and an avenue to impact our sphere of influence.

The formal endorsement by Reconciliation Australia, and subsequent delivery, of our Reflect RAP, was a public statement of what we wanted to achieve and how we would go about doing so.

With 125 racing clubs across the breadth of the state, the job is far from over, however we remain committed to championing

reconciliation by demonstrating cultural diversity, inclusivity and being authentic in our aspirations to lead the racing industry to improve employment outcomes for Aboriginal and Torres Strait Islander peoples.

Over the past year, RQ implemented a raft of initiatives to support and foster more meaningful relationships with First Nations peoples in Queensland.

The Reflect RAP initiatives included:

- ✓ Implementation of a RAP working group;
- ✓ Introduction of an Acknowledgement of Country for all meetings and gatherings;
- ✓ NAIDOC Week events across the three codes of racing in 2020 and 2021 that showcased Aboriginal and Torres Strait Islander ceremonial aspects including a Welcome to Country, Smoking Ceremony, and didgeridoo players;

- ✓ Delivery of cultural awareness training and cultural immersion experiences for Racing Queensland employees, such as boomerang painting; and
- ✓ Integration of Aboriginal and Torres Strait Islander peoples into key racing events and activities.

As we transition to our Innovate RAP, we remain committed to building an equitable future where Australia's First Nations peoples, communities, and cultures continue to be respected and celebrated.

RQ's Innovate RAP will consolidate what we have achieved thus far, and at the same time, introduce new goals for the next 2 years.

Some of these will include increasing Aboriginal and Torres Strait Islander participation in our workforce, increasing the procurement of goods and services from Aboriginal and Torres Strait Islander businesses and increasing the racing industry's level of understanding and appreciation for Aboriginal and Torres Strait Islander cultures, histories and achievements.

We will also engage with racing clubs and industry participants to raise awareness of the journey to reconciliation, seek their feedback on our efforts and support the

clubs to advance reconciliation by improving employment outcomes for Aboriginal and Torres Strait Islander peoples within their communities.

The development of reconciliation activities include the formation of a Reconciliation Cultural Working Group to drive delivery of key outcomes and draws on membership from internal and external stakeholders.

Most importantly, we will continue to share our reconciliation journey with our employees, the industry and the communities across regional Queensland to ensure transparency about our goals and areas of focus for improvement.

Everything we do at Racing Queensland is underpinned by our Timeless Values, which will continue to underpin our reconciliation journey. We are committed to making a difference and being a significant contributor to the Queensland community through great racing and events.

I am proud to present RQ's Innovate RAP 2022-2024 as we seek to raise the bar on our previous commitments and embed reconciliation activities into our core business practices.

I would like to thank the RAP Working Group for their dedication and commitment to championing reconciliation and delivering RQ's second RAP.

I look forward to updating you on our progress.

**Brendan Parnell, Chief Executive Officer**



# MESSAGE FROM RECONCILIATION AUSTRALIA

## KAREN MUNDINE

Chief Executive Officer, 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. Racing Queensland 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 Racing Queensland will continuously draw upon to create RAP commitments rooted in experience and maturity.

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

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

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

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

Congratulations Racing Queensland on your first Innovate RAP and I look forward to following your ongoing reconciliation journey.



# OUR VISION FOR RECONCILIATION



Racing Queensland's vision for reconciliation is to create a future where Aboriginal and Torres Strait Islander peoples connect with local communities through great racing events across the breadth of the sunshine state and experience the thrill of racing as attendees, industry participants or employees.



# ABOUT RACING QUEENSLAND

## OUR BUSINESS

Racing Queensland is the Principal Racing Authority for the three codes of racing (thoroughbred, greyhound and harness) in Queensland.

Under the Racing Act 2002, RQ must perform its function in a manner that is in the best interests of the three codes collectively, while having regard to the interests of each individual code.

### UNDER THE ACT, RQ HAS THE FOLLOWING FUNCTIONS:

- ✓ IDENTIFYING, ASSESSING AND DEVELOPING RESPONSES TO STRATEGIC ISSUES, INCLUDING CHALLENGES RELEVANT TO EACH CODE AND ALL THE BOARD CODES OF RACING;
- ✓ LEADING AND UNDERTAKING NEGOTIATIONS WITH OTHER ENTITIES ABOUT THE STRATEGIC ISSUES, AND ABOUT AGREEMENTS, THAT AFFECT EACH CODE AND ALL THE BOARD CODES OF RACING;
- ✓ IDENTIFYING PRIORITIES FOR MAJOR CAPITAL EXPENDITURE FOR EACH CODE AND ALL THE BOARD CODES OF RACING;
- ✓ DEVELOPING AND IMPLEMENTING PLANS AND STRATEGIES FOR DEVELOPING, PROMOTING AND MARKETING EACH CODE AND ALL THE BOARD CODES OF RACING;
- ✓ MAKING RECOMMENDATIONS TO THE MINISTER AS CONSIDERED APPROPRIATE;
- ✓ WORKING COLLABORATIVELY WITH THE COMMISSION (THE QRIC) AND OTHERS TO ENSURE THE INTEGRITY OF THE RACING INDUSTRY IN QUEENSLAND; AND
- ✓ CONSIDERING A MATTER REFERRED TO THE BOARD BY THE MINISTER AND REPORTING TO THE MINISTER ABOUT THE MATTER.



## OUR PEOPLE

Employing approximately 110 people at its head office located at Deagon, with other satellite offices at Albion Park and Rockhampton.

RQ is committed to realising the diversity of the organisation and creating an environment where openness to other cultures and a diverse range of opinions, knowledge and experience is respected, encouraged and valued.

There are currently no known employees at RQ who identify as Aboriginal and/or Torres Strait Islander people. This data is based on an employee engagement survey conducted in April 2021 where respondents were invited to anonymously answer a range of demographic questions, one of which asked if they identified as Aboriginal and/or Torres Strait Islander people.

The response rate to the engagement survey was 86%, and it is unknown if any of the employees who did not respond to the survey who identify as Aboriginal and/or Torres Strait Islander people.

RQ's Registered Training Organisation currently has 74 students enrolled, of which five identify as Aboriginal people. Two of these students were featured in the organisation's inaugural Reflect RAP.

### VISION

TO BECOME THE #1 SPORTING INDUSTRY IN THE SUNSHINE STATE

### PURPOSE

CONNECTING QUEENSLANDERS THROUGH GREAT RACING, EVENTS AND THE LOVE OF OUR ANIMALS

### TIMELESS VALUES

- MAKING A DIFFERENCE
- ACHIEVING EXCELLENCE
- EARNING AND SHOWING RESPECT
- DOING WHAT WE SAY
- VALUING TEAM ABOVE SELF
- DEMONSTRATING GREAT LEADERSHIP

### GOALS TO BECOME QUEENSLAND'S NO. 1 SPORTING INDUSTRY BY FY24

- 5** **ICONIC RACE EVENTS** 
- 4** **NEW WORLD CLASS RACING FACILITIES** 
- 3** **\$340M+ OF REVENUE** 
- 2** **\$280M+ TO PARTICIPANTS** 
- 1** **1 MILLION ATTENDEES** 
- 0** **ZERO TOLERANCE FOR THE MISTREATMENT OF ANIMALS (Martin Inquiry)** 



There are 125 racing clubs that operate across Queensland from Stanthorpe to Cooktown and everywhere in between.

Through its media partnerships, racing product across the three codes in Queensland is beamed across the globe, with more 60 nations broadcasting race meetings through SKY International.



## SPHERE OF INFLUENCE

The reported size and scope of the Queensland racing industry is significant. On an annual basis, more than 43,350 Queenslanders are engaged in racing, including 13,569 full-time employees. Not to be outshone, there are 8,111 volunteers supporting racing clubs and events across the state, and more than 667,740 attendees at race meetings (COVID-impacted data).

## OFFICE LOCATIONS

RQ maintains its head office at Racecourse Road in Deagon, Queensland. Since the advent of COVID, the number of employees working flexibly has increased from 25 to more than 90 which allows for a more flexible and agile workforce. In addition, there are 125 individual race clubs that operate across Queensland including 37 in the Outback region.

## CLUB SURVEY ON RECONCILIATION

In January 2022, RQ surveyed 125 racing clubs in Queensland to understand how many clubs have Aboriginal and/or Torres Strait Islander employees and to gauge their interest and involvement in reconciliation.

### NUMBER OF CLUBS SURVEYED:



Surveys completed

103 clubs

Surveys distributed

125 clubs



### NUMBER OF CLUBS WITH ABORIGINAL AND TORRES STRAIT ISLANDER EMPLOYEES:



### NUMBER OF CLUBS WITHOUT ABORIGINAL AND TORRES STRAIT ISLANDER EMPLOYEES:



### TOTAL NUMBER OF CLUBS WHO COMPLETED THE SURVEY WHO WOULD LIKE TO BE INVOLVED IN RECONCILIATION, REGARDLESS OF NUMBER OF EMPLOYEES THEY HAVE WHO IDENTIFY AS ABORIGINAL AND TORRES STRAIT ISLANDER:



The above data will be used to connect and collaborate with racing clubs to advance reconciliation in their area. It is pleasing to note that more than half of the racing clubs in Queensland would like to be involved in reconciliation, however there are challenges ahead to gain commitment from all the clubs.

# OUR RECONCILIATION ACTION PLAN

## WHY ARE WE DEVELOPING A RAP?

As a sport, racing has long understood the power it possesses to unite communities and engender hope across Queensland.

In addition to being one of Queensland's largest employers – providing more than 13,500 full-time jobs – Queensland racing clubs and racecourses serve as important social hubs across the state.

RQ is constantly striving to build connections, create respectful relationships and provide enhanced opportunities for First Nation peoples and Aboriginal and Torres Strait Islander businesses to become involved in the Queensland racing industry.

As an initiative of Reconciliation Australia, the Reconciliation Action Plan (RAP) program provides an important framework for RQ to support the national reconciliation movement.

## RAP WORKING GROUP

The RAP Working Group is led by the General Manager People and Performance and comprises of a number of employees across departments who have expressed an interest and commitment to advancing reconciliation. To champion the RAP at senior leadership level, the Executive General Manager People and Business Services is the RAP Working Group's executive sponsor. (Refer to page 20 for further details on the RAP working Group).



## EXTERNAL RAP ADVISORS

There are currently no employees at RQ who identify as Aboriginal and/or Torres Strait Islander. To ensure RQ has representation from Aboriginal and/or Torres Strait Islander peoples, RQ formed a panel of external Aboriginal and Torres Strait Islander RAP advisors in January 2022. The RAP external advisors will provide advice, support, guidance and welcomed perspectives to the RAP Working Group in the implementation of the Innovate RAP actions, including how RQ engages with Aboriginal and Torres Strait Islander communities and advances reconciliation as an industry.

RQ's external RAP Advisors are Charlie Chambers Jr (RQ RAP artist), Matthew Fairhurst (Aboriginal and Torres Strait Islander Lead at MEGT Australia) and Eddie Savage (Chairman Townsville NAIDOC Committee).

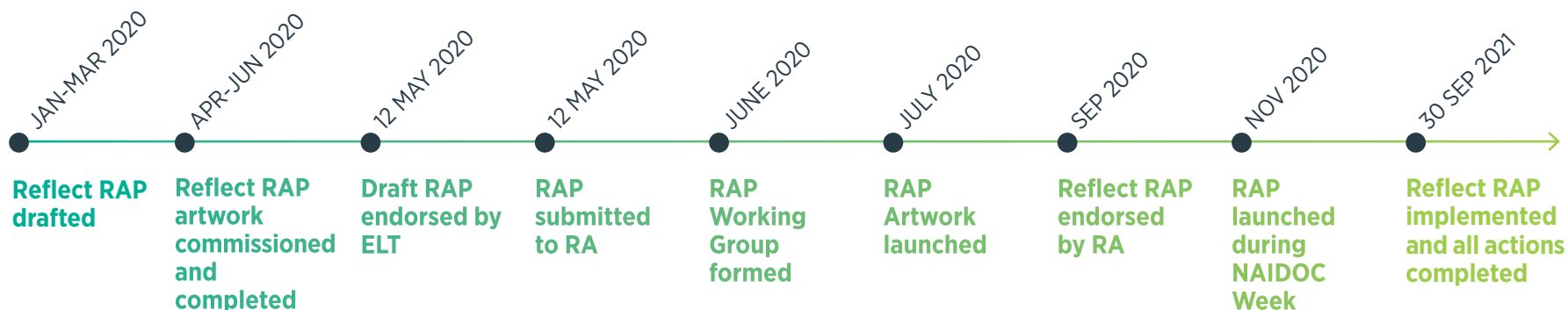
# RQ'S RECONCILIATION JOURNEY

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Racing Queensland's reconciliation journey began in 2020 with endorsement of its inaugural Reflect RAP, which coincided with establishing a RAP Working Group.

The Reflect RAP was launched during NAIDOC week in November 2020 after it was endorsed by Reconciliation Australia in September 2020. The Reflect RAP features a painting commissioned by Aboriginal Artist, Charlie Chambers Jr. The RAP painting is titled "The Gathering" and is aligned with RQ's purpose to champion great racing and events which connect Queensland communities. The artwork also represents the strength of people coming together at racetracks from the bush, country towns and city communities to witness racing and events with friends and family, whether it is greyhounds, harness or thoroughbred racing.

## REFLECT RAP TIMELINE



# KEY ACHIEVEMENTS FROM THE REFLECT RAP



Racing Queensland implemented its 'Reflect' RAP as a commitment towards reconciliation for Aboriginal and Torres Strait Islander peoples.

RQ encourages employees to embrace the creation of a society that recognises and values Aboriginal and Torres Strait Islander cultures and heritage as a proud part of a shared national identity.

The inaugural Reflect RAP guided RQ through the initial stage of its reconciliation journey where the focus was on celebrating and learning more about the world's oldest continuing cultures, building our cultural competency, establishing new relationships with Aboriginal and Torres Strait Islander communities and organisations, and developing enabling structures to ensure Racing Queensland could facilitate inclusive services to the community.

Key achievements since 2020 have been underpinned by fostering foundations with Aboriginal and Torres Strait Islander communities during the 'Reflect' RAP. RQ has also sought to establish stronger



and more respectful relationships with Aboriginal and Torres Strait Islander peoples, communities and stakeholders which has continued across the development of an Innovate RAP.

As it evaluates the outcomes achieved throughout the Reflect RAP, RQ remains committed to continuing its work to elevate its actions and measurable targets to continue to build positive and respectful relationships through its Innovate RAP 2022-24.

# RQ'S ABORIGINAL AND TORRES STRAIT ISLANDER EMPLOYMENT STRATEGY 2022-2025

To progress in the area of Aboriginal and Torres Strait Islander employment, Racing Queensland has launched an Aboriginal and Torres Strait Islander Employment Strategy 2022-2025 (the 'Employment Strategy'). This was a deliverable as part of the Reflect RAP.

The Employment Strategy supports RQ's commitment to providing opportunities for employment, building and strengthening connections between RQ and Aboriginal and Torres Strait Islander communities in Queensland.

While there is a sense of pride in the relationships formed with Aboriginal and Torres Strait Islander employment and education providers since implementing the first RAP, RQ acknowledges that there is further work to do in this arena.

Through the Employment Strategy, RQ aims to ease the disadvantage experienced by members of Aboriginal and Torres Strait Islander community in employment. As an organisation that values the contribution that Aboriginal and Torres Strait Islander communities make, RQ seeks to recognise the reciprocal benefits that are created through the enrichment of the racing industry and engagement with communities across Queensland.

Consultation and feedback on the Employment Strategy was undertaken with the RAP Working Group, senior leaders at RQ and Aboriginal and Torres Strait Islander community members known to RQ; with feedback considered and incorporated into the approved version.

RQ looks forward to implementing the new Employment Strategy in 2022 as part of the Innovate RAP.

The key principles of the Employment Strategy are to:

- ✓ ADDRESS ABORIGINAL AND TORRES STRAIT ISLANDER DISADVANTAGE IN THE COMMUNITY BY INCREASING PARTICIPATION IN EMPLOYMENT;
- ✓ CREATE EMPLOYMENT OPPORTUNITIES AND OUTCOMES FOR ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES AT RQ;

- ✓ RECRUIT AND RETAIN ABORIGINAL AND TORRES STRAIT ISLANDER EMPLOYEES;
- ✓ PROVIDE A CULTURALLY SAFE WORKPLACE;
- ✓ DEVELOP AND STRENGTHEN POSITIVE RELATIONSHIPS BETWEEN RQ AND LOCAL ABORIGINAL AND TORRES STRAIT ISLANDER COMMUNITY MEMBERS AND ORGANISATIONS;
- ✓ PROMOTE RQ AS AN EMPLOYER OF CHOICE FOR ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE; AND
- ✓ RECOGNISE THAT ABORIGINAL AND TORRES STRAIT ISLANDER EMPLOYEES AND THEIR CULTURAL KNOWLEDGE ARE IMPORTANT CONTRIBUTORS TO RQ'S SUCCESS.



# RELATIONSHIPS

## FROM **NO RELATIONSHIPS** WITH FIRST NATIONS PEOPLES IN JANUARY 2020 TO A **GROWING LIST** IN SEPT 2021



- ✓ Charlie Chambers Jr (RAP artist) and his son Charlie Chambers Jr Jr;
- ✓ Maroochy Barambah (Turrbal Elder and Songwoman and Lawwoman);
- ✓ Chelsea Lucas (niece of the late Darby McCarthy (Australian Racing Hall of Fame Jockey);
- ✓ Koormuri Performance Group (Auntie Kaylene Bowden- Turrbal Elder for WTC, and brothers Jahmali and Chris Dawson – resident Aboriginal performers for NAIDOC Week events);
- ✓ Aboriginal Employment Strategy (experienced recruiters);
- ✓ Robert Ah Wing – Aboriginal and Torres Strait Islander Workforce Consultant and Trainer at ACCCO;
- ✓ Townsville NAIDOC Committee and Alfred's Men's Group (Eddie Savage); and
- ✓ Matthew Fairhurst, Aboriginal and Torres Strait Islander Lead at MEGT.

## CELEBRATED **NATIONAL RECONCILIATION WEEK (NRW)**



- ✓ Aboriginal and Torres Strait Islander Flags installed and raised at Albion Park racing facility during NRW on June 1, 2021; and
- ✓ RQ employees participated in the Beenleigh Housing and Development Company Reconciliation Golf Day on June 25, 2021. This event was promoted to employees with three racing operations team members attending the event on behalf of RQ. Proceeds raised from this event

supported Beenleigh Housing and Development Company which has assisted Aboriginal and Torres Strait Islander people in the Beenleigh region for more than 25 years. Funds raised will provide resources for community development programs and support services.



# KEY ACHIEVEMENTS FROM THE REFLECT RAP

## RESPECT

### COMMUNICATED RQ'S COMMITMENT TO RECONCILIATION



- ✓ The reconciliation journey for the racing industry in Queensland was initially promoted at RQ's RAP Artwork launch in July 2020, followed by the Reflect RAP launch during NAIDOC Week in November 2020, NRW in May 2021 and NAIDOC Week in July 2021;
- ✓ Published RAP on a number of RQ's corporate channels;
- ✓ RAP Working Group attended Annual RAP conference and connected with a network of RAP stakeholders nationally; and
- ✓ RQ's RTO are working with Department of Aboriginal and Torres Strait Islander Partnerships to secure students through the Skilling Qld Workers Program – Cert III in Racing.

### DEVELOPED UNDERSTANDING OF TRADITIONAL OWNERS



- ✓ Purchased AIATSIS Map of Indigenous Australia which provides further information on Traditional Owners and cross referenced with race club locations across Queensland to identify traditional owners of the land on which each race club operates.

### RESEARCHED AND APPLIED BEST PRACTICE AND PRINCIPLES



- ✓ Researched best practice race relations through the Diversity Council Australia and a range of other organisations; and
- ✓ Reviewed relevant guidelines and procedures to ensure best practice and promotion of positive race relations and anti-discrimination based on best practice principles.

### INCREASED UNDERSTANDING OF ABORIGINAL AND TORRES STRAIT ISLAND KNOWLEDGE THROUGH LEARNING



- ✓ Delivered two Indigenous Perspectives Workshops facilitated by Robert Ah Wing, during NAIDOC Week in July 2021. A third and final workshop was delivered on September 15, 2021. Further Workshops will be scheduled in early 2022; and
- ✓ Charlie Chambers Jr delivered a cultural immersion experience for RQ employees facilitated Boomerang Painting workshops and the importance of storytelling – during NAIDOC Week on July 8, 2021.

### DEMONSTRATED RESPECT BY UNDERSTANDING AND OBSERVING CULTURAL PROTOCOLS



- ✓ Researched and observed Aboriginal and Torres Strait Islander Flag raising protocols during NRW in May 2021;
- ✓ Conducted a flag-raising ceremony at Albion Park race club on June 1, 2021;
- ✓ Researched and observed Acknowledgment of Country and Welcome to Country during RAP Artwork launch in July 2020 and NAIDOC Week events in November 2020 and July 2021;
- ✓ Employee RAP launch session raised awareness of reconciliation, cultural protocols and Reflect RAP; and
- ✓ Laminated 'Acknowledgement of Country' instruction cards were provided to employees during NAIDOC Week 2021 outlining when to use and what to say to ensure consistency and advocacy.

### CELEBRATED NAIDOC WEEK



- ✓ Six NAIDOC Week events have been celebrated since the Reflect RAP was implemented in November 2020; and
- ✓ RAP Working Group and Senior Racing Managers attended the Queensland Tourism NAIDOC Week Corporate Breakfast in July 2021.

# OPPORTUNITIES

ABORIGINAL AND  
TORRES STRAIT ISLAND  
**EMPLOYMENT STRATEGY**  
2022-2025 **DEVELOPED**  
**AND ENDORSED** BY THE RQ  
EXECUTIVE LEADERSHIP TEAM  
(REFER TO PAGE 15)



QUEENSLAND  
**PROCUREMENT POLICY**  
ALREADY INCLUDES SUPPLY  
NATION AND OTHER  
**ABORIGINAL VENDORS**  
**AND SUPPLIERS**



- ✔ Aboriginal vendors and suppliers were sourced for NAIDOC Week events and other RAP initiatives; and
- ✔ Undertook two initiatives as part of securing suppliers for the annual Queensland Thoroughbred Awards on September 19, 2021:
  - Firstly, all ticket sales for the event went through Humanitix, [humanitix.com/au](https://humanitix.com/au), a platform that donates 100% of all booking fees to charities. This event also supported the project “A Better Start for Disadvantaged Indigenous Students”; and
  - Secondly, the awards night featured a Welcome to Country and Digeridoo Ceremony thanks to the Koomurri Dance Troupe to open the Awards event.

**TAB QUEENSLAND**  
**THOROUGHbred RACING AWARDS**  
**NIGHT, SEPTEMBER 19, 2021.**

THE ACKNOWLEDGEMENT AND  
WELCOME TO COUNTRY WAS  
PERFORMED BY KOOMURRI'S  
TURBAL ELDER AUNTY DEB  
AND INCLUDED A DIDGERIDOO  
PERFORMANCE BY DEAN TYSON.



## NATIONAL RECONCILIATION WEEK 2022

### ABORIGINAL AND TORRES STRAIT ISLANDER FLAGS RAISED AT RQ HEADQUARTERS

Tears welled in the eyes of former jockey Lyall Appo as he watched the Aboriginal Flag being unfurled outside the offices of Racing Queensland in Deagon.

The Indigenous hoop, and proud Wakka Wakka man, was a dignitary and guest speaker for the flag-raising ceremony on Turrbal land.

The Aboriginal flag was flanked by the Australian and Torres Strait Islander flags as it headed skywards just before midday on Wednesday, June 1 as part of National Reconciliation Week.

It was a day Lyall said he would never forget and one he was proud of.

"I never thought I'd see it," Lyall said choking back tears.

"To see the flag raised outside Racing Queensland ... and to see it at Racing Queensland, I'm so proud."

It was a moment that had drawn a mental line in the sand for Appo, the accomplished jockey who rode alongside greats such as Mel Schumacher and Graham Cook.

He had spoken before about the racial abuse he copped over the fence from spectators throughout his riding career in Queensland.

And how he dealt with the pain, often seeking solace and guidance through

his mentor, Indigenous and three-time Stradbroke-winning jockey Darby McCarthy.

"I had good mentors like Darby and my uncles who taught me how to deal with those issues and my family as always taught forgiveness," he said.

McCarthy, who was inducted into the Queensland Racing Hall of Fame in 2004, was Appo's sounding board, confidant, and mate.

Appo said it was unfortunate that McCarthy, who died two years ago, was not here to see the Aboriginal flag take centre stage outside the offices of Racing Queensland.

"Now, I am a lot older, I have seen a lot of changes in Queensland racing," Appo said.

"And to see the flag hoisted today, affects me inside.

"It's taken so long to be able to see these things and Darby took it to his grave.

"I never I thought I'd see this recognition today."

McCarthy was often the one Appo turned in times of need, not because his contemporaries ever disparaged him, but they didn't understand how deep racial abuse could wound, he said.

"I couldn't just sit there and talk to Mick Dittman, Graham Cook and Mel Schumacher,



and those blokes, about it, because they didn't understand what I was going through," he said.

"They all treated me equally, but they didn't understand."

The industry has "come a long" way since he first sat in a saddle in 1980 as a 15-year-old in Eidsvold, 300km northwest of Brisbane, but it's still a work in progress, he said.

"Queensland Racing has come a long way and society has come a long way," Appo said.

"But it's not something that's going to stop and heal in one day.

"This is an ongoing thing."

## KEY ACHIEVEMENTS FROM THE REFLECT RAP

# GOVERNANCE AND TRACKING

## RAP WORKING GROUP ESTABLISHED



- ✓ Meets monthly;
- ✓ Facilitated and attended NRW and NAIDOC events;
- ✓ Developed draft Terms of Reference;
- ✓ Currently no members identify as Aboriginal or Torres Strait Islander however two have family members who do and one recently discovered her father's family has Aboriginal ancestors from Wiradjuri Country in New South Wales;
- ✓ External guest speakers invited to share their RAP journey (eg. MEGT, Gadens Lawyers);
- ✓ RAP action list created and used to track and monitor progress;
- ✓ Issues register created to monitor challenges and learnings;
- ✓ RAP Impact Measurement Questionnaire completed and submitted to Reconciliation Australia prior to due date of September 30, 2021;
- ✓ Registered and paid booking fee to commence development of the Innovate RAP; and
- ✓ Attended the (virtual) National Reconciliation Convention in 2021.



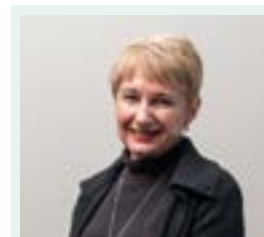
**MICHELLE MCCONACHY**

Executive General Manager  
People & Business Services  
(RAP Executive Sponsor)



**TIARNA REGITZ**

Legal  
Administrator



**TONI FENWICK**

Executive Officer  
to CEO



**STEPHANEE BELMONTE**

General Manager  
People & Performance  
(RAP Lead)



**KATH MCNAUGHT**

Procurement Business  
Partner



**DARRYL REID**

Senior Handicapper  
Thoroughbreds



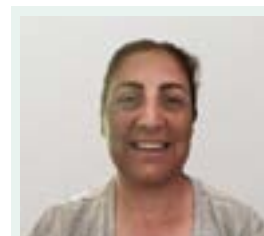
**HANNAH CHITTY**

RTO  
Administrator



**JILL GEIBLINGER**

RTO  
Manager



**REBECCA LAWSON**

Tracks Coordinator  
(Wiradjuri Country)



**RQ NAIDOC YADDAMAN RACE 2021**  
**TOWNSVILLE TURF CLUB**

# CASE STUDY 1

## RQ REFLECT RAP LAUNCH DURING NAIDOC WEEK IN NOVEMBER 2020



Racing Queensland launched its inaugural Reflect Reconciliation Action Plan in September 2020, which was a first for the racing industry in Australia.

RQ's RAP was endorsed by Reconciliation Australia, which means we joined a network of more than 1,100 corporate, government and not-for-profit organisations nationally that have made a formal commitment to reconciliation. There were more than 35 deliverables outlined in RQ's Reflect RAP, with all actions completed prior to drafting RQ's 'Innovate' RAP.

RQ launched and celebrated its inaugural Reflect RAP by presenting a race for each code of racing, ie: thoroughbreds, harness and greyhounds during NAIDOC Week in November 2020.

RQ NAIDOC Week Celebration races were dedicated to acknowledging and respecting

Aboriginal and Torres Strait Islander peoples and the racing community in Queensland.

A celebration race for each racing code was named and branded to recognise NAIDOC Week:

- ✓ GREYHOUNDS AT IPSWICH ON NOVEMBER 12, 2020 HOSTED THE "RQ NAIDOC CELEBRATION CHASE";
- ✓ THOROUGHBREDS AT DOOMBEN ON NOVEMBER 14, 2020 HOSTED THE "RQ NAIDOC CELEBRATION RACE"; AND
- ✓ HARNESS AT ALBION ON NOVEMBER 14, 2020 HOSTED THE "RQ NAIDOC CELEBRATION PACE".

RQ's RAP Artwork, 'The Gathering' and NAIDOC Week branding was featured on the handlers' bibs, strappers' bibs, saddle cloths, harness helmet covers, harness colours and winners' presentation rugs. The winner of each race was also presented with an engraved RQ NAIDOC Week Celebration Trophy by the CEO, local member for parliament or a member of the RQ RAP Working Group.

Prior to each celebration race during NAIDOC Week, there was a Welcome to Country, Smoking Ceremony and Didgeridoo/dance performance.

# NAIDOC WEEK 2020



**RQ NAIDOC  
CELEBRATION  
CHASE IPSWICH**

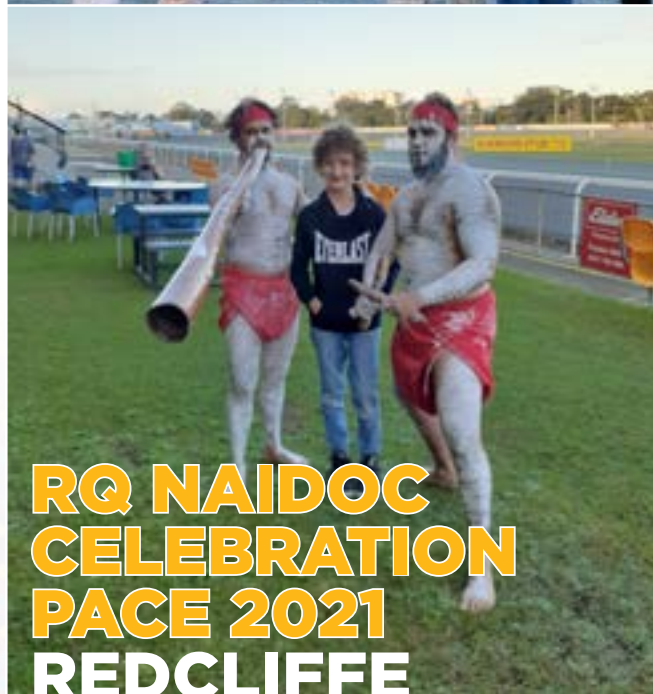


**RQ NAIDOC  
CELEBRATION  
PACE  
ALBION PARK**



# **RQ NAIDOC CELEBRATION CHASE 2021 CAPALABA**





**RQ NAIDOC  
CELEBRATION  
PACE 2021  
REDCLIFFE**



## CASE STUDY 2

# NAIDOC WEEK CELEBRATIONS ACROSS THREE CODES IN JULY 2021

Racing Queensland subsequently celebrated NAIDOC Week in July 2021 by presenting a celebration race for each code during NAIDOC Week.

Similar to NAIDOC Week in 2020, one race in each racing code was named and branded to recognise and celebrate NAIDOC Week:

- ✔ HARNESS AT REDCLIFFE ON JULY 4, 2021 HOSTED THE “RQ NAIDOC CELEBRATION PACE”;
- ✔ THOROUGHBREDS AT TOWNSVILLE ON JULY 6, 2021 HOSTED THE “RQ NAIDOC YADDAMAN RACE”; AND
- ✔ GREYHOUNDS AT CAPALABA ON JULY 11, 2021 HOSTED THE “RQ NAIDOC CELEBRATION CHASE”.

RQ's Reflect RAP Artwork and NAIDOC Week Celebration race branding was featured on the handlers' bibs, strappers' bibs, saddle cloths, harness helmet covers, harness colours and winners' presentation rugs. The winner of each race was also presented with an engraved RQ NAIDOC Week Trophy.

Prior to each race there was a Welcome to Country, Smoking Ceremony and Didgeridoo/dance performance.

### **RQ NAIDOC WEEK CELEBRATION PACE AT REDCLIFFE HARNESS CLUB ON JULY 4, 2021**

RQ celebrated NAIDOC Week at Redcliffe Harness Club on July 4, 2021, by dedicating a race called the 'RQ NAIDOC Week Celebration Pace'. The Turrbal people are the Traditional Owners of the land on which the Redcliffe Harness Club is situated. RQ paid its respect and acknowledged the Turrbal people by inviting them to perform a Welcome to Country, Smoking Ceremony and didgeridoo performance before the NAIDOC Week Celebration race.

### **RQ NAIDOC YADDAMAN RACE AT TOWNSVILLE TURF CLUB ON JULY 6, 2021**

RQ celebrated NAIDOC Week at the Townsville Turf Club on July 6, 2021, by dedicating a race called the 'RQ Yaddaman Race'. The Bindal people are the Traditional Owners of the land on which the Townsville Turf Club is situated and Yaddaman means 'horse' in their language. RQ paid its respects and acknowledged the Bindal people by inviting them to perform a Welcome to Country, Smoking Ceremony and a traditional dance before the race. RQ also included the local Torres Strait Islander community who performed their own traditional dance and ceremony prior to the celebration race.

### **RQ NAIDOC WEEK CELEBRATION CHASE AT CAPALABA GREYHOUNDS CLUB ON JULY 12, 2021**

The NAIDOC Week Celebration Chase at the Capalaba Greyhounds was held on Sunday, July 12, 2021. Turrbal Elder Kaylene Dawson (Aunty Kay) was invited to perform a Welcome to Country. A didgeridoo performance was also performed by Jahmali Dawson from the Koomurri Dance Troupe.



**RQ NAIDOC YADDAMAN RACE 2021**

# CASE STUDY 3

## CULTURAL IMMERSION EXPERIENCE FOR EMPLOYEES DURING NAIDOC WEEK 2021



During NAIDOC Week 2021, esteemed Aboriginal artist Charlie Chambers Jr provided a cultural immersion experience for RQ employees.

Charlie taught employees the art of boomerang painting and the significance of storytelling in his culture. Employees learnt how to paint a range of dreamtime spiritual animals, listened to Charlie describe their significance to his culture and created their own stories by painting boomerangs, whilst listening to Charlie play the didgeridoo.



### FEEDBACK FROM EMPLOYEES INCLUDED:

- ✓ I've never worked for an organisation where this type of cultural immersion was supported advocated by the executive team;
- ✓ I found the experience educational, informative and unlike any other learning experience I've encountered in the workplace – thanks RQ for the opportunity;
- ✓ I'm unsure why the organisation would support two hours during paid work time to listen to stories and paint a boomerang;
- ✓ I found this to be a deeply spiritual and immersive experience - thank you; and
- ✓ I want to learn more about the Aboriginal and Torres Strait Islander culture and appreciate Charlie's generosity in sharing the deeply personal stories from his family that have been passed down from generation to generation I also realised how much I don't know and how much I have to learn.



## CASE STUDY 4

### INDIGENOUS PERSPECTIVES TRAINING DURING NAIDOC WEEK 2021

The three-hour Aboriginal and Torres Strait Islander Perspectives Workshop was delivered to Racing Queensland employees by Robert Ah Wing, Aboriginal and Torres Strait Islander Workforce Consultant and Trainer at ACCCO.

The workshop content included:

- ✓ An introduction to the histories of Aboriginal and Torres Strait Islander peoples;
- ✓ Cultural awareness training, that included traditional games, communication and different perspectives;
- ✓ A cultural competency exercise, with facilitated discussions on our own cultural values, valuing diversity and exploring Aboriginal and Torres Strait Islander cultures;
- ✓ A review of cultural safety/cultural capabilities, which includes stereotypical behaviours, sharing of information and reflecting on own practices and continuous learning; and
- ✓ All RQ employees were invited to attend this training, with approximately 30% of employees attending the training, with additional training sessions to be scheduled in early 2022.

## CASE STUDY 5

### RQ APPRENTICE ABORIGINAL JOCKEY – ISABELLA TEH



Isabella Teh is a 26-year-old apprentice jockey to Danny Bougoure and is a proud Bundjalung woman.

Isabella commenced her racing career with Arabian Racing.

Whilst attending high school, Isabella found time to study her Certificate III in Trackwork Rider before following a career path as an apprentice jockey, where she commenced working for Deagon trainer Pat Duff in 2020.

Now in the third year of her apprenticeship, Isabella is currently studying her Certificate IV in Jockey with Racing Queensland's Education Department.

Isabella is proud the Bundjalung Tribe is more of a Nation as it covers a vast area of Australia from North East New South Wales to South East Queensland.

Isabella shared the story of her Grandmother who was one of nine children growing up on a small property called Rivertree; still hunting and gathering in the traditional ways of her Elders.

Isabella explains that some of the family history had been lost or not spoken about as her Great Grandmother along with many other relatives were part of the Stolen Generation.

Isabella understands that some parts of her family's history were not passed down due to the hurt surrounding those circumstances.

Over the years Isabella's family has discovered new family and their tribal history has been revived so they can now celebrate together as one mob which doesn't have to be only immediate family.

Isabella is a young Bundjalung girl whose sights are set on being one of the first Indigenous women to win a variety of Group 1 races and repeat her success abroad.

# EDUCATION AT RACING QUEENSLAND

Racing has long understood the power that it possesses to be able to unite communities and engender hope across Queensland.

Metropolitan hubs and regional areas experience the positive impact of community partnerships, training programs and welfare initiatives facilitated by three codes of racing.

Racing Queensland offers a variety of education and training courses that underpin those within the industry seeking further professional or tertiary development and assist those looking for opportunities to enter the racing industry.

RQ is a Registered Training Organisation, based at Deagon, that provides approved education and training to trainees in metropolitan and regional Queensland.

The training is nationally recognised through established traineeship and apprenticeship qualifications for stable hands (including advanced courses), track work riders/jockeys and stable forepersons.

These opportunities provide access to competency-based training in practical skills and theoretical knowledge relevant to roles associated with the professional sport of racing in Queensland.

RQ ACCEPTS ENROLMENTS INTO THE FOLLOWING COURSES:

- RGR10118 Certificate I in Racing (Stablehand);
- RGR20221 Certificate II in Racing Industry;
- RGR30218 Certificate III in Racing (Stablehand);
- RGR30518 Certificate III in Racing (Trackwork Rider); and
- RGR40221 Certificate IV in Racing (Jockey).

Eligibility criteria includes; minimum 15 years of age seeking employment in the racing industry in Queensland as a Stablehand, Trackrider or jockey. No previous experience with horses is necessary.



NATIONALLY RECOGNISED  
TRAINING  
RTO Provider 31452



# INNOVATE RAP DELIVERABLES

Racing Queensland's Innovate RAP seeks to embed the knowledge and learning gained from the inaugural Reflect RAP period.

The Innovate RAP will enable RQ to make further progress towards improving employment outcomes for Aboriginal and Torres Strait Islander peoples, achieving reconciliation goals and strengthening its relationships with Aboriginal and Torres Strait Islander communities in Queensland.



## RELATIONSHIPS

**Racing Queensland's purpose enables the organisation to play a significant role in connecting communities through the relationships that are formed and the opportunities that are created as part of leading reconciliation activities for the racing industry in Queensland.**

Building relationships based on trust and integrity is crucial to underpinning RQ's reconciliation journey and RQ recognises that its role is to develop strong and enduring relationships between the Queensland racing industry, Queensland communities and First Nations peoples.

Trust is at the heart of enduring relationships and is essential, given the importance of Aboriginal and Torres Strait Islander communities place on relationships. RQ is committed to developing relationships at every level and through its sphere of influence.

The fulfillment of established targets will depend on the effectiveness of relationship building and advocacy.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>1.</b> <b>Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	September 2022	RTO Manager and Tracks Coordinator
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2022	Tracks Coordinator
<b>2.</b> <b>Build relationships through celebrating National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to RQ employees.	May 2023, 2024	Tracks Coordinator
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June, 2023, 2024	Tracks Coordinator
	Ensure employees and senior leaders participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June, 2023, 2024	GM People & Performance
	Organise at least one NRW event each year.	27 May - 3 June, 2023, 2024	Tracks Coordinator
	Register all RQ NRW events on Reconciliation Australia's NRW website.	May 2023, 2024	Tracks Coordinator
	Implement strategies to engage RQ employees in reconciliation.	July 2022, 2023	GM People & Performance
<b>3.</b> <b>Promote reconciliation through our sphere of influence.</b>	Communicate RQ's commitment to reconciliation in a public forum, eg: RQ's website.	July 2022	Marketing Manager
	Explore opportunities to positively influence RQ's external stakeholders to drive reconciliation outcomes.	Dec 2022	Senior Handicapper - Thoroughbred
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	March 2023	Tracks Coordinator
	Conduct a review of HR policies (guidelines) and procedures to identify existing anti-discrimination provisions and future needs.	March 2023	GM People & Performance
<b>4.</b> <b>Promote positive race relations through anti-discrimination strategies.</b>	Develop, implement and communicate an anti-discrimination policy for Racing Queensland.	March 2023	GM People & Performance
	Engage with Aboriginal and Torres Strait Islander peoples and/or Aboriginal and Torres Strait Islander advisors to consult on an anti-discrimination policy.	March 2023	GM People & Performance
	Educate senior leaders on the effects of racism, ie: through annual Workplace Behaviours training and the annual compliance testing on policies and procedures.	27 May- 3 June, 2023	EGM People & Business Services

# RESPECT



**Trust is at the heart of Racing Queensland's timeless value of 'earning and showing respect.'**

RQ is committed to building an equitable future where Aboriginal and Torres Strait Islander peoples, communities and cultures, are respected and celebrated. RQ is dedicated to bringing awareness to all Australians to acknowledge the importance of reconciliation and the need to develop a deeper understanding of Aboriginal and Torres Strait Islander histories and cultures. RQ aims to do this by becoming industry leaders, who are focused on driving and advocating for social change and creating platforms for education and open discussion that foster relationships within RQ's sphere of influence.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>5.</b> <b>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	Conduct a review of cultural learning needs within the organisation.	August 2022	GM People & Performance
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	September 2022	Procurement Business Partner
	Develop, implement and communicate a cultural learning strategy for RQ employees.	January 2023	GM People & Performance
	Provide opportunities for RAP Working Group members, HR and other key leadership roles to participate in formal and structured cultural learning.	August 2022	GM People & Performance



## 6.

### Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Cross reference Queensland racing club locations with AIATSIS Indigenous Map of Australia to identify Traditional Owners of the land for each club.	July 2022	Senior Handicapper - Thoroughbred and RTO Administrator
Reinforce and increase employee understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2022	Executive Officer to CEO
Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	July 2022	Executive Officer to CEO
Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events throughout the year.	July 2022	Procurement Business Partner
Develop and distribute communications to educate clubs on the Traditional Owners of the land where their club is situated	July 2022	Executive Officer to CEO
Develop and promote a new Queensland racing club locations map with traditional land names under each club location.	July 2022	Senior Handicapper - Thoroughbred
Include an Acknowledgement of Country or other appropriate protocols at the commencement of all important meetings or meetings with a large audience (12+ attendees)	July 2022	Careperson/ facilitator of meeting

## 7.

### Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

RAP Working Group to facilitate and participate in NAIDOC Week celebration events across all codes of racing.	First week in July, 2022, 2023	GM People & Performance
Review HR policies (guidelines) and procedures to remove barriers to employees participating in NAIDOC Week celebration events and activities.	May 2023, 2024	Procurement Business Partner
Promote and encourage participation in external NAIDOC events to all employees and key RAP stakeholders, eg: encourage cross-code support.	First week in July, 2022, 2023	Executive Officer to CEO



# OPPORTUNITIES

**As an equal employment opportunity employer, Racing Queensland is committed to promoting and upholding diversity and inclusion for all employees and providing employment opportunities for Aboriginal and Torres Strait Islander peoples.**

RQ's timeless value of 'making a difference' and its sphere of influence across the Queensland means it is in a strong position to provide opportunities to First Nations peoples through employment, training and business opportunities.

RQ supports Aboriginal and Torres Strait Islander peoples enjoying a quality of life and every opportunity to achieve and realize success.

RQ recognises the role it can play in creating opportunities for reconciliation not just in its business, however with partners and industry stakeholders. Seeking opportunities for reconciliation will help the racing industry to realise lasting change.

As a significant employer in Queensland, and with reach across 125 licensed race clubs, RQ works closely with local communities in metropolitan, regional and remote areas to address training, employment and business opportunities.

RQ also endeavours to provide support to its supplier network to improve outcomes for Aboriginal and Torres Strait Islander businesses to engage in a competitive procurement process for goods and services within RQ.



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>8.</b> Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander employment to inform future employment and professional development opportunities.	July 2022	GM People & Performance
	Engage with Aboriginal and Torres Strait Islander peoples to consult on RQ's recruitment, retention and professional development strategy.	December 2022	GM People & Performance
	Implement and communicate our Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	July 2022	GM People & Performance
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	July 2022	People & Performance Coordinator
	Review HR and recruitment procedures and policies (guidelines) to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	July 2022	People & Performance Coordinator
	Increase the percentage of Aboriginal and Torres Strait Islander employees employed at RQ.	April 2023	EGM People & Business Services
	Explore government funding for Aboriginal and Torres Strait Islander training programs, scholarships, traineeships and apprenticeships.	July 2022	RTO Administrator
	Establish or form partnership with Aboriginal and Torres Strait Islander mentors to provide support to students and improve retention of course completion and/or through to employment.	November 2022	RTO Administrator
<b>9.</b> Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	July, 2022	Procurement Manager
	Investigate Supply Nation membership and use the vendor panel portal to utilise Aboriginal and Torres Strait Islander providers.	July, 2022	Procurement Business Partner
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees.	July, 2022	Procurement Business Partner
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	September, 2022	Procurement Manager
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	July, 2022	Procurement Manager
<b>10.</b> Increase Aboriginal and Torres Strait Islander student enrolment numbers at RQ Registered Training Organisation (RTO)	Build and improve relationships with RTO stakeholders, job service providers and local communities to promote careers in racing and training opportunities leading to employment in the racing industry.	July, 2022	RTO Recruitment Officer and Industry Educator
	Develop and implement an RTO strategy to increase the number of Aboriginal and Torres Strait Islander students undertaking a racing qualification, which will lead to future employment.	August 2022	RTO Manager
	Develop and implement an Aboriginal and Torres Strait Islander training program for trackwork riders and stablehands.	October 2022	RTO Manager

# GOVERNANCE



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.</b>	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Dec 2022	GM People & Performance
	Establish and apply a Terms of Reference for the RWG.	July 2022	GM People & Performance
	Meet at least four times per year to drive and monitor RAP implementation.	Feb/May/Aug/Nov 2022, 2023, 2024	RWG
<b>12. Provide appropriate support for effective implementation of RAP commitments.</b>	Define resource needs for RAP implementation.	July 2022	GM People & Performance
	Engage our senior leaders and other employees in the delivery of RAP commitments.	July 2022	EGM People & Business Services and GM People & Performance
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	July 2022	GM People & Performance
	Appoint and maintain an internal RAP Champion from senior management.	July 2022	EGM People & Business Services
<b>13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2022 and 2023	GM People & Performance
	Report RAP progress to all employees and senior leaders at RQ quarterly.	October 2022	GM People & Performance
	Publicly report RAP achievements, challenges and learnings, annually.	April 2023	EGM People & Business Services and CEO
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	GM People & Performance
<b>14. Continue our reconciliation journey by developing our next RAP.</b>	Register via Reconciliation Australia's website to begin development of RQ's next RAP.	December 2023	GM People & Performance
<b>15. Establish an Aboriginal and Torres Strait Islander external advisory group to provide representation and cultural perspectives and support for our RAP and to engage with communities.</b>	Establish a Reconciliation Cultural Working Group for the racing industry in Queensland: <ul style="list-style-type: none"> <li>• Establish Reconciliation Cultural Working Group;</li> <li>• Develop Terms of Reference; and</li> <li>• Meet quarterly.</li> </ul>	July 2022	GM People & Performance
	Send out an expression of interest to Aboriginal and Torres Strait Islander people to join our external advisory group.	July 2022	GM People & Performance
	Develop a Terms of Reference for our external Aboriginal and Torres Strait Islander advisory group.	July 2022	GM People & Performance
	Meet quarterly to discuss RAP implementation and other cultural matters.	October 2022	GM People & Performance

# CONTACT DETAILS



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