



Construction Training Fund

# Reflect Reconciliation Action Plan (RAP)

June 2022 – June 2023





## Acknowledgement

The Construction Training Fund acknowledges the Traditional Custodians of the land throughout Western Australia and pay our respect to the Elders both past and present. We thank them for their ongoing custodianship of the lands and waters, and celebrate their rich culture of art, song, dance, language, and stories.

## Contents

Statement from CEO of Reconciliation Australia .....	1
Statement from the CEO .....	2
Our Business .....	3
Our Journey So Far .....	3
Our Mission.....	5
Our Vision.....	5
Our Role .....	5
Our Values.....	5
Our RAP .....	6
Our Partnerships/Current Activities.....	7
Relationships .....	8
Respect.....	9
Opportunities.....	10
Governance .....	11
About the Artist .....	12

# Statement from CEO of Reconciliation Australia



Reconciliation Australia welcomes the Construction Training Fund to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

The Construction Training Fund joins a network of more than 2,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables the Construction Training Fund to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Construction Training Fund, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

# Statement from the CEO



Kaya!

I am pleased to introduce the Construction Training Fund's (CTF) Reconciliation Action Plan (RAP) June 2022 to June 2023. Our inaugural RAP is strongly influenced by the CTF's vision to create a stronger and more diverse Western Australian construction workforce.

The CTF's Reflect RAP is the framework for our reconciliation journey to challenge internal biases and strengthen our organisational culture. The plan includes activities to make real and practical improvements by helping us increase the cultural capability of our team, improve collaboration with Aboriginal communities, and visibly acknowledge Aboriginal and Torres Strait Islander people as Traditional Custodians as well as influencing and supporting the progression of the construction sector.

Through each business area in the CTF, we can actively engage with and support Aboriginal and Torres Strait Islander communities, whether it's through schools, training organisations, programs, or sponsorships.

Personally, reconciliation is about making meaningful change and actioning outcomes for all Australians, highlighting and talking about important issues, and bringing people together to learn about our history whilst taking the next steps forward. I endorse this document as an important first step in working together to initiate truth telling, healing and a reconciled Australia. I look forward to seeing progress over the life of this plan and working towards the next stage for reconciliation.

**Tiffany Allen**  
Chief Executive Officer  
Construction Training Fund





## Our Business

The Construction Training Fund (CTF) helps create a work-ready WA construction workforce. The CTF collects a levy on WA building projects worth more than \$20,000 and that money supports WA construction employers of trainees and apprentices. It also subsidises mid-career upskilling. The CTF employs approximately 35 FTE with no Aboriginal and Torres Strait Islander staff employed at this time. The CTF team consists of experienced industry professionals, trained to assist our stakeholders in areas such as levy payments, eligibility, how to claim available grants and subsidies, available training initiatives, pre-apprenticeship options, career pathways and industry insights.

The CTF also operates the Construction Futures Centre (CFC) in Belmont. The CFC is a fun-filled, interactive space for school-aged children and young adults to explore WA's building and construction industry pathways. Our Construction Futures team and resources help people learn more about careers in construction and discover their ideal role. The CTF's geographic reach is state-wide (Western Australia) with one metropolitan based office in Belmont WA.





## Our Journey So Far

Since our current CEO Tiffany Allen has come on board, joining the CTF team in 2020, we have implemented some key changes to the organisation. These changes are what initiated the CTF Reflect RAP and started our journey working alongside Reconciliation WA; and we are now excited to have this RAP recognised nationally by Reconciliation Australia. Some of these changes though small, have allowed our staff to begin the conversation of the importance of recognising our First Nations peoples in all that we do.

Some of these changes include an Acknowledgment of Country at the start of every internal and external meeting as well as including a written Acknowledgment of Country in our email signatures. We invite Traditional Custodians to deliver a Welcome to Country at larger CTF events. All staff have attended a cultural awareness training session with local senior Traditional Custodian of Whadjuk country, Danny Ford and this is something that new staff will continue to attend. There are varying degrees of cultural awareness and learning across the 35 staff at the CTF and while this can be a personal journey for everyone, we feel it's important to create this formal RAP so that we can continue to hold ourselves accountable to remain on task with our continued learning journey.

## Our Mission

In collaboration with our stakeholders, we offer initiatives to develop and sustain an agile construction workforce; and to advocate construction as a career for all.

## Our Role

The Construction Training Fund is a statutory authority established to ensure Western Australia's building and construction industry can meet demand for skilled workers. Please see **Our Business** for more information.

## Our Vision

That the construction industry is a career of choice and is safe, skilled and sustainable.

## Our Values



# Our RAP

As a state government statutory authority, the Construction Training Fund has the opportunity to lead by example reconciliation in the Building and Construction sector. We have a workplace culture that believes strongly in inclusivity and diversity and a critical element of this is engaging with Aboriginal and Torres Strait Islander peoples to progress reconciliation in Western Australia. The Construction Training Fund's RAP Champion is CEO Tiffany Allen.

The Construction Training Fund intends to follow the established guides set out by Reconciliation Australia and start with a Reflect RAP clearly setting out the steps the CTF should take to prepare the organisation for reconciliation initiatives in successive RAPs. Committing to a Reflect RAP allows the CTF to spend time scoping and developing relationships with Aboriginal and Torres Strait Islander stakeholders, deciding on our vision for reconciliation and exploring our sphere of influence, before committing to specific actions or initiatives. This process will help to produce future RAPs that are meaningful, mutually beneficial, and sustainable.



# Our Partnerships/Current Activities

- The CTF will ensure that an **Acknowledgement of Country will be delivered at the commencement of all internal meetings and gatherings** including online. Staff have been provided with a template to use with a long-term goal to upskill staff on delivering personalised versions that still include the key Acknowledgment details.
- Funding the **Motivation Foundation** (a not-for-profit organisation aiming to educate and develop life and employability skills for school students enrolled in Year 11, 12 or equivalents from diverse backgrounds) to provide training and wrap-around support for 16 Aboriginal and Torres Islander peoples in the Certificate II Civil Construction (current).
- **Try-a-trade for year 9 and 10 Aboriginal and Torres Strait Islander students in remote locations.** Try-a-trade is designed as a first step for those who demonstrate an interest, into a career in building and construction and gives students a taste of different trade areas to allow them to make more informed choices (2019/20)
- Engagement with the **Yaka Dandjoo program for the South West Gateway Alliance** (Bunbury Outer Ring Road). This is a pre-employment program that seeks to offer 175 Aboriginal and Torres Strait Islander peoples opportunities for sustainable employment in the South West Region of WA. The program commenced in late 2021 and will run over two years and is targeting 60 traineeships in the civil construction industry for the cohort. The CTF is subsidising the cost of training, which includes life skills and mentoring.
- Funded **Nudge** (a not-for-profit organisation that sources trainees/apprentices) who provide employment and training opportunities to Aboriginal and/or Torres Strait Islander peoples, disadvantaged youth and unemployed individuals throughout the Western Australian Business Community, to assist with pre-employment training for civil construction (finished 2020)
- Funding the **Electrical Group Training (EGT)** to provide training and wrap-around support for 16 Mature age Aboriginal and/or female Apprentices in the Certificate III Electrotechnology (current).
- **Additional \$2,000 Indigenous Incentive** for any employers taking on an Aboriginal and/or Torres Strait Islander Apprentice. This is in addition to existing regular incentives to support Apprentices and paid in instalments 6 months after commencement, halfway and at completion.
- **NEW Mature Age Pilot** has a target of 15% Aboriginal and Torres Strait Islander peoples and/or female Apprentices.
- **Cobranding between the CTF and local Aboriginal artists** on building, vehicles, uniforms and material such as website, pamphlets and marketing.
- **Renaming of meeting rooms at the CTF** matching the Noongar 6 seasons accompanied by art from local Aboriginal artists.
- RAP Champion sends **an email at the beginning of each Noongar season** to all staff, with relevant seasonal information and history.
- **Acknowledgement of Country** in all meetings, now on email signatures.
- Most existing staff have completed **Cultural Awareness Training** with Danny Ford; any staff that missed this and all new staff will have at least two opportunities to attend Cultural Awareness Training per 12 months. Staff are also supported to repeat this training annually as an opportunity to keep learning and growing in their awareness.



# Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> <li>Identify two Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence and develop a collaborative activity/event/program between ITA's and CFC and aforementioned groups.</li> </ul>	Jan 2023	Manager CFC & RWG
	<ul style="list-style-type: none"> <li>Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	Jan 2023	Manager CFC & RWG
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</li> </ul>	May 2023	Manager CFC
	<ul style="list-style-type: none"> <li>RAP Working Group members to participate in an external NRW event.</li> </ul>	May 2023	Manager CFC
	<ul style="list-style-type: none"> <li>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> </ul>	May 2023	CEO
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation to all staff.</li> </ul>	May 2023	CEO
	<ul style="list-style-type: none"> <li>Identify external stakeholders that our organisation can engage with on our reconciliation journey that allows the CTF to identify their sphere of influence which will be critical in the next iteration of the RAP. These external stakeholders can include organisations that can partner with the CTF which can assist in achieving deliverables.</li> </ul>	June 2023	Manager CFC & RWG
	<ul style="list-style-type: none"> <li>Identify RAP organisations and/or other like-minded organisations that we could approach to collaborate with on our reconciliation journey.</li> </ul>	June 2023	Manager CFC & RWG
	<ul style="list-style-type: none"> <li>Investigate how the CTF can ensure our marketing collateral showcases Aboriginal and Torres Strait Islander apprentices positively.</li> </ul>	Dec 2022	Manager Marketing & Communications
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> <li>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> </ul>	Dec 2022	Executive and HR Officer
	<ul style="list-style-type: none"> <li>Research best practice and policies in areas of race relations and anti-discrimination.</li> </ul>	June 2023	Policy and Research Manager



# Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Ensure all new staff participate in cultural awareness training within 6 months of onboarding.	Review Nov 2022	Executive and HR Officer
	• Develop and implement a formal Cultural Awareness strategy for our organisation.	Dec 2022	Executive and HR Officer
	• Conduct a review of cultural learning needs within our organisation.	Dec 2022	Executive and HR Officer
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Continue to ensure that an Acknowledgement of Country is delivered at the start of significant internal meetings	June 2022	Manager CFC
	• Investigate other cultural protocols the CTF can observe.	Oct 2022	Manager CFC
	• Continue to invite a Traditional Owner to significant events to deliver a Welcome to Country (report on at end of RAP period).	June 2023	Manager CFC
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week and other days of significance.	• Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	3 to 10 July 2022	Strategic Operations Manager
	• Investigate how the CTF can measure the increase in cultural awareness and awareness of significant events.	June 2023	Executive and HR Officer
	• Introduce our staff to NAIDOC Week by promoting external events in our local area.	3 to 10 July 2022	Strategic Operations Manager
	• RAP Working Group to participate in an external NAIDOC Week event.	3 to 10 July 2022	Strategic Operations Manager



## Opportunities

Action	Deliverable	Timeline	Responsibility
8. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"><li>Investigate new ways to support Aboriginal and Torres Strait Islander business.</li></ul>	June 2023	Manager CFC
9. Improve employment and training outcomes for Aboriginal and Torres Strait Islander peoples.	<ul style="list-style-type: none"><li>Investigate ways that the CTF can have a positive impact on building employment and training for Aboriginal and Torres Strait Islander peoples living in WA including through Section 50D traineeships.</li></ul>	Feb 2023	Manager CFC
	<ul style="list-style-type: none"><li>Investigate best practice HR and recruitment procedures and policies that remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.</li></ul>	Dec 2022	HR Officer and Training Council
	<ul style="list-style-type: none"><li>Develop an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.</li></ul>	May 2023	HR Officer and Training Council

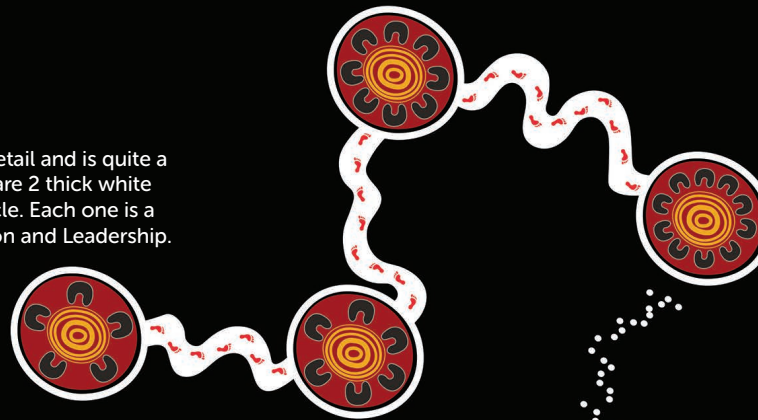


## Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Maintain a RWG to govern RAP implementation.	Dec 2022	Manager CFC
	• Identify Aboriginal & Torres Strait Islander representation to join or consult to the RWG.	Aug 2022 Review Feb 2023	Manager CFC
11. Provide appropriate support for effective implementation of RAP commitments.	• Define appropriate systems and capability to track, measure and report on RAP commitments.	June 2022	Manager CFC with RWG
	• Continue to engage senior leaders in the delivery of RAP commitments.	Aug 2022	Manager CFC
	• Maintain a senior leader to champion our RAP internally.	Aug 2022	Manager CFC
	• Define resource needs for RAP implementation.	Aug 2022	Manager CFC
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Contact Reconciliation Australia to ensure our primary and secondary contacts are up-to-date.	June annually	Manager CFC with RWG
	• Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the annual RAP Impact Measurement Questionnaire.	1 Aug annually	Manager CFC with RWG
	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 Sept annually	Manager CFC with RWG
13. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	June 2023	Manager CFC with RWG



This big circle is the CTF. It has lots of detail and is quite a prominent feature in the design. There are 2 thick white lines and 2 thick red lines inside this circle. Each one is a CTF value: Agility, Integrity, Collaboration and Leadership.

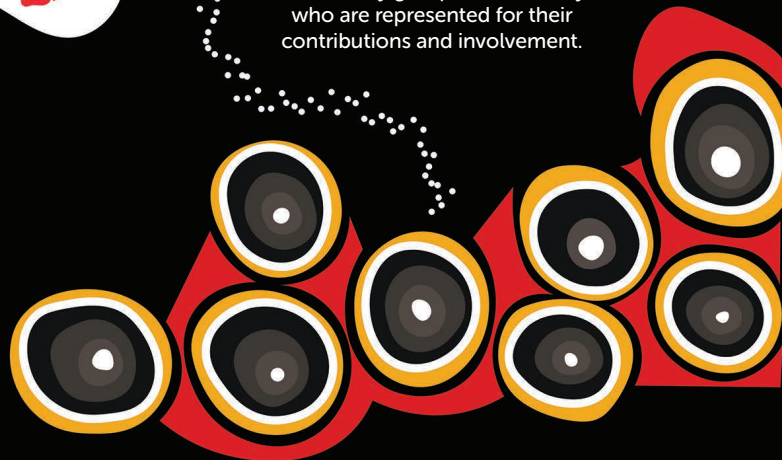


The four circular shapes here represent meeting places with people sitting around. They are also the 4 sectors of the construction industry: Resources, Residential, Commercial and Civil.

The footprints are walking along this big pathway. They represent the young people moving in and through the industry. They are walking upwards/forward as they learn and grow.



These circles are a symbol of the wider community that work with and alongside the CTF. The stakeholders, community groups and industry who are represented for their contributions and involvement.



These lines and patterns show the CTF's significant growth after recently going through a lot of changes over the last 12 months. The CTF is wanting to be bold and collaborate with stakeholders and community and take leadership in what they do.



The lines within this larger waving path are like ripples. With each person's story they leave their mark along the pathway.



## About the Artist

Acacia Collard is a Badimia Yamatji – Ballardong Noongar woman who comes from two large families in WA and currently living in the south of Perth.

Acacia specialises in contemporary Aboriginal artworks and designs through digital art and canvas mediums. As an artist she has worked with organisations like the CTF, schools and community groups to create designs for RAPs, websites and documents as well as running interactive workshops. [www.acaciaculturaldesigns.com](http://www.acaciaculturaldesigns.com)



## Contact details

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