



## Acknowledgement of Country

The NRMA acknowledges the Traditional Owners of the land on which our business operates and we pay our respects to Aboriginal and Torres Strait Islander Elders past, present and future.



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## Our vision for reconciliation

**We believe that communities thrive when we all keep moving.**

Our vision for reconciliation is one where Aboriginal and Torres Strait Islander Peoples have equal access to mobility and the opportunities that it brings.



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### A message from our CEO

I am pleased and proud to present the NRMA's first Reconciliation Action Plan (RAP).

At the NRMA, we keep people moving and communities thrive when every member of that community has the opportunity to contribute.

Together with our networks, our workplace spans Australia and New Zealand and is centred in NSW and the ACT. As one of the most trusted brands in Australia, we're in a unique position to make change happen.

Our RAP aims to help create equal opportunities and promote a culture of respect for Aboriginal and Torres Strait Islander Peoples at the NRMA and in the communities we work in.

We hold ourselves accountable for every commitment we have made in this RAP. We've made a good start with initiatives like our Learner Driver Mentor Program, which aims to open up employment opportunities and addresses social isolation through mobility, but there lots to do. I'm excited about seeing the genuinely meaningful contribution the NRMA can make to a better Australia.

Rohan Lund  
Group CEO NRMA



### A message from Reconciliation Australia

Reconciliation Australia congratulates the NRMA on developing its inaugural Reconciliation Action Plan (RAP).

In adopting an Innovate RAP, the NRMA is demonstrating its readiness to develop and test innovative approaches to reconciliation and champion reconciliation at every level of the organisation.

The NRMA's commitments in its RAP stand it in good stead to continue this progress through actions based on relationships, respect and opportunities.

The NRMA understands the importance of building and maintaining meaningful, respectful relationships with Aboriginal and Torres Strait Islander Peoples and organisations to achieve mutually beneficial outcomes. It drives these relationships through celebrating and participating in community events such as National Reconciliation Week (NRW).

Justin Mohamed  
CEO Reconciliation Australia

The NRMA understands the importance of respect and understanding for Aboriginal and Torres Strait Islander Peoples, histories and cultures, and displays this through incorporating cultural protocols such as Acknowledgement of Country into everyday business practices, and engaging with employees to understand their meaning and significance.

The NRMA is committed to driving reconciliation through developing employment and training opportunities for Aboriginal and Torres Strait Islander Peoples. It champions this through its RAP commitment to develop and implement an Aboriginal and Torres Strait Islander employment and retention strategy that includes professional development opportunities.

On behalf of Reconciliation Australia, I commend the NRMA on its Innovate RAP and look forward to following its continued reconciliation journey.



## About the artwork

*Keep Country Moving* by Riki Salam is a lasting symbol of our Reconciliation Action Plan (RAP).

We worked collaboratively with Gilimbaa to uncover the story behind the reconciliation objectives and initiatives that align with our values and direction. The result – a bespoke artwork that represents movement, clear pathways and connected communities.

Gilimbaa is an Indigenous creative agency that specialises in culturally effective and inspiring communication strategy, artwork, campaigns and consulting for organisations globally. The artwork creation process was an inclusive process which educated NRMA employees, sharing the diversity and richness of Aboriginal and Torres Strait Islander culture. The NRMA is proud to have partnered with Gilimbaa; a certified Supply Nation supplier.

## About the artist

Artist Riki Salam was born and raised in Cairns on Yidindji land in 1972 and is a member of Muralag, Kala Lagaw Ya, Meriam Mer, Kuku Yalanji Peoples on his Father's side and a member of the Ngai Tahu people in the South Island of New Zealand on his Mother's side. Educated in both Cairns and Brisbane he has over 20 years of industry experience as a graphic designer and artist. Riki has worked on many high-profile projects including the Qantas painted B747, *Yananyi Dreaming*. He works in pen and ink, gouache on paper, and with acrylic paints, exploring concepts of traditional culture in a contemporary format.

### Artist Riki Salam says:

"It was a great pleasure working with the NRMA RAP working group to develop and create this artwork and for us this is what reconciliation is all about - working together, through respect, sharing and listening to one another's stories. This transfer of knowledge creates understanding and actions positive outcomes and change for everyone."

# Keep country moving

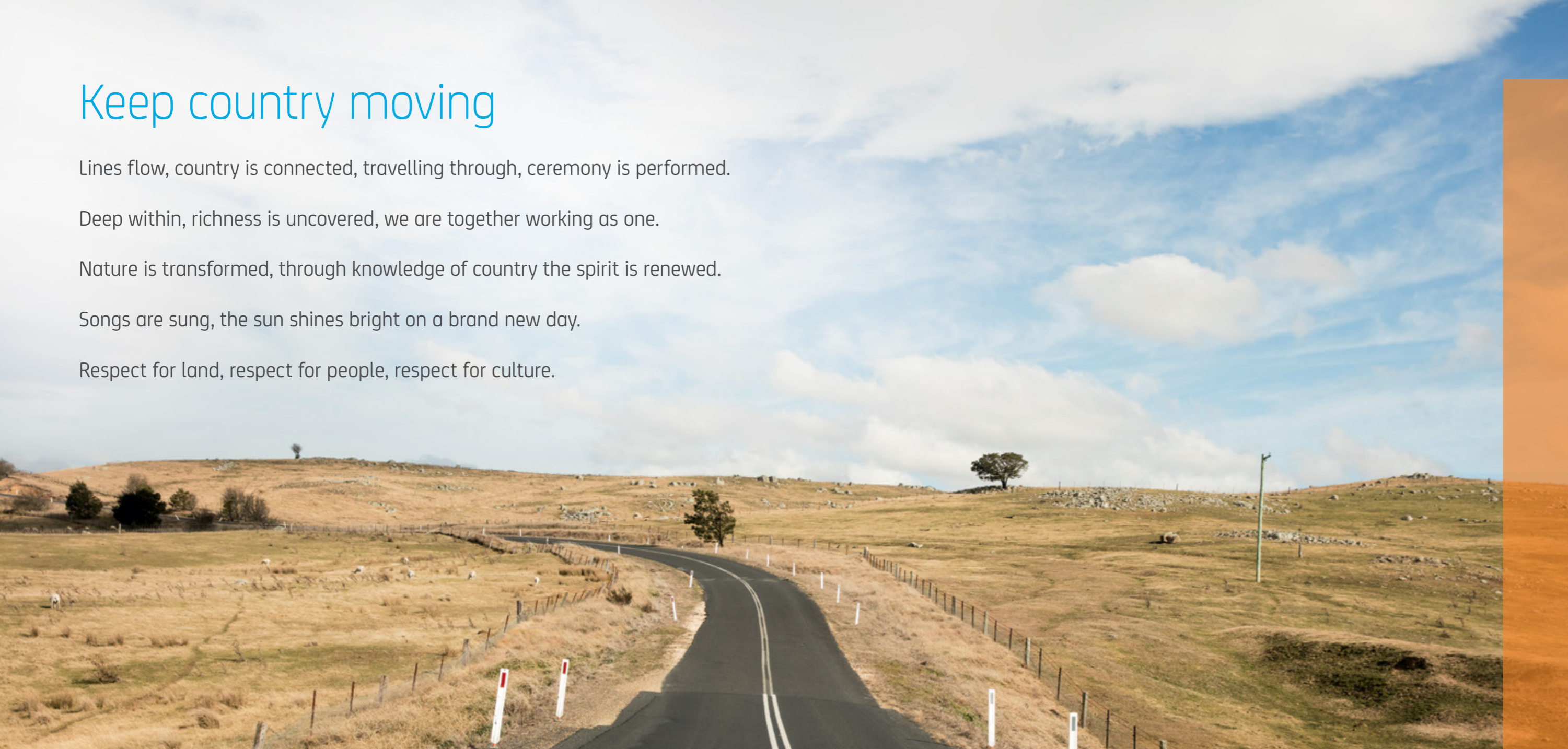
Lines flow, country is connected, travelling through, ceremony is performed.

Deep within, richness is uncovered, we are together working as one.

Nature is transformed, through knowledge of country the spirit is renewed.

Songs are sung, the sun shines bright on a brand new day.

Respect for land, respect for people, respect for culture.



Corroboree  
Respect  
**My car**



Celebration  
Relationships  
**My journey**



Ceremony  
Opportunities  
**My destination**

The NRMA artwork *Keep Country Moving* is about the Creation Spirit creating Country, and the way that landscapes were formed in the beginning of time when the earth was void of form. It also refers to where the NRMA operates throughout the countryside from the metropolitan areas to regional, rural and remote areas and where its customers and partners live, work and travel. It tells the story of how the NRMA keeps people moving throughout Australia. They create clear pathways that assist people to reach their destination safely through knowledge and understanding.

The three symbols refer to the NRMA's three directional pillars – my car, my journey, my destination. Traditionally they represent ceremonial gatherings where people come together to celebrate, trade and discuss matters of importance and change, where knowledge is transferred. The wavy lines represent Country being transformed, the central lines that pass through from left to right represent the clear pathway the NRMA creates to keep people moving, the smaller connected circles represent the communities the NRMA service connects with.

# Our business

The NRMA is Australia's largest Member-owned organisation with over 2.4 million Members predominantly in New South Wales and the Australian Capital Territory.

With over 90 years of experience in motoring, we're always there to help keep people moving. This core function still drives us today and we're opening up new and exciting possibilities for our Members.

We're taking great strides to ensure fewer breakdowns and incidents, reduce commute times and stimulate regional economies to improve access to mobility for everyone. We're looking for smart solutions to problems that frustrate many of us, like parking and congestion. We're putting Members back in control with a range of motoring products and services, including roadside assistance, car servicing, car loans, driver training, car advice, car rental, accommodation and travel.

And we're bringing back the great Aussie road trip, encouraging people to get out and about and explore everything our country has to offer. We keep people moving, wherever they are on their journey.

People are our most important asset, with approximately 1,700 employees based mostly in North Strathfield, the Sydney CBD, Mascot and Gosford. Driving instructors are based in 21 locations and our car servicing mechanics in a further 22 locations. Our country service centres provide roadside assistance to over 250 regional towns. Thrifty, which is owned by the NRMA, have branches across Australia and New Zealand.

We know our Members and the wider community benefit when we employ a more diverse workforce. Two per cent

of the NRMA employees, who voluntarily responded to the 2015 Your Voice employee engagement survey, identified as an Aboriginal and/or Torres Strait Islander person. We aim to increase employment opportunities through our RAP initiatives and encourage Aboriginal and Torres Strait Islander Peoples to apply for employment opportunities at [myrnma.com.au/careers](http://myrnma.com.au/careers).

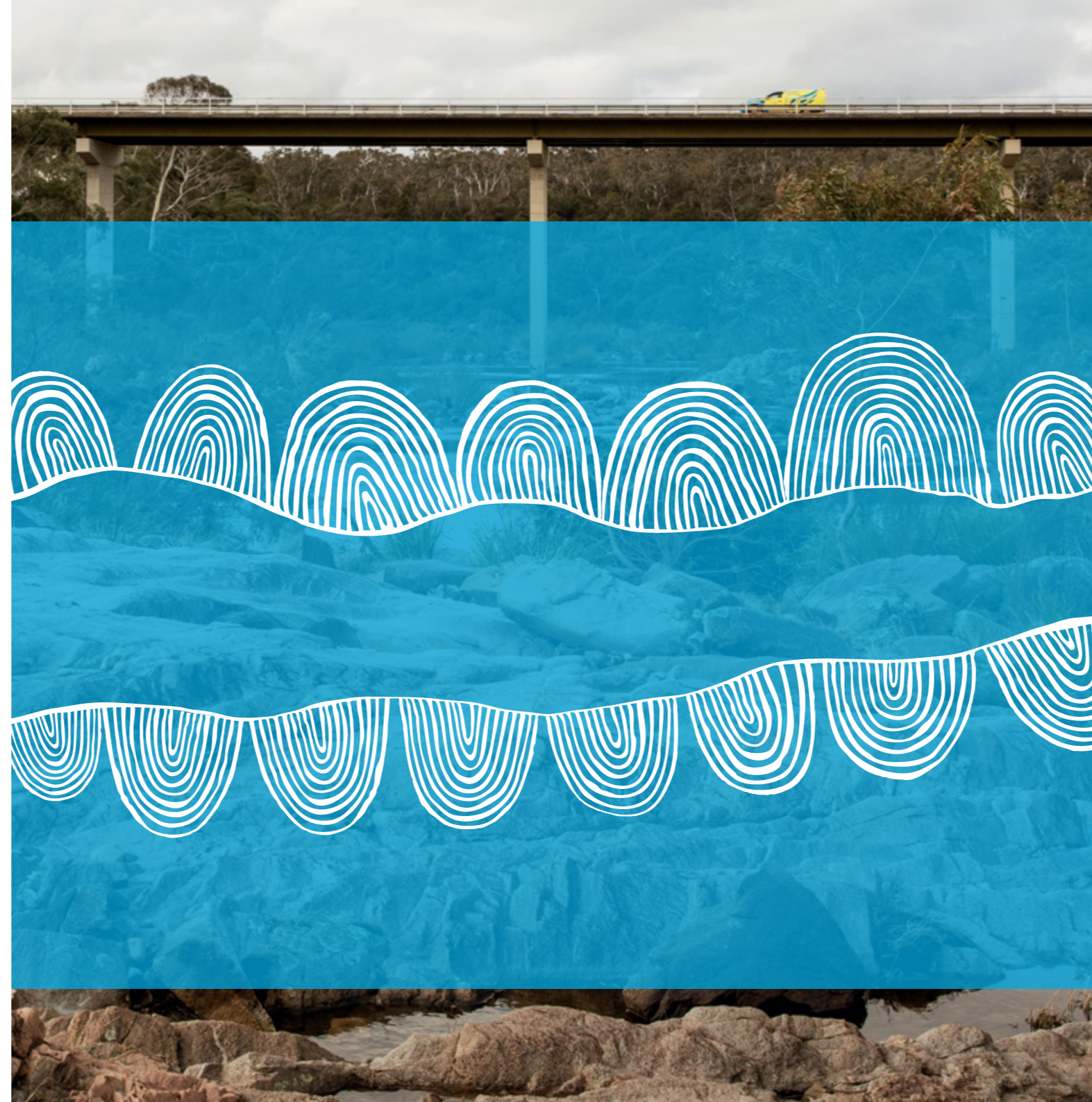
Since the demutualisation of the NRMA in July 2000, NRMA Insurance and the NRMA continue to work closely together and proudly share our brand.

## Our RAP

As one of Australia's strongest and most trusted brands, we believe the NRMA has a shared responsibility for reconciliation. Together with Aboriginal and Torres Strait Islander communities and organisations, we can make a practical contribution towards creating positive change for Australia's First Nations Peoples.

We are making a public commitment to build respectful relationships and create meaningful opportunities for Aboriginal and Torres Strait Islander Peoples; the core pillars of our first RAP. Our motoring capability, resources and extensive network will allow us to deliver unique programs that benefit employees, Members, suppliers and the wider community.

With our driver training expertise and volunteer Members, we can help reduce the high rates of road casualties and unlicensed driving among Aboriginal and Torres Strait Islander Peoples. We can share the voice of our 2.4 million Members with government and industry to help achieve better outcomes for Aboriginal and Torres



Strait Islander Peoples. We can also raise awareness about key issues through our Open Road magazine, which is delivered to over 1.5 million households.

The NRMA understands that we need to regularly review and refresh our RAP. We welcome feedback and advice as we continue this important journey.

## Our RAP journey

In 2015 we established an Aboriginal and Torres Strait Islander engagement working group to explore the potential to increase opportunities for Aboriginal and Torres Strait Islander Peoples. The cross-functional work group, which included both Aboriginal and Torres Strait Islander employees and employees from other backgrounds, was tasked with developing a group-wide response to Aboriginal and Torres Strait Islander engagement.

The group engaged with a range of external stakeholders including Reconciliation Australia, the National Centre for Indigenous Excellence, government agencies and leading businesses to inform their thinking. The group also organised regular meetings with internal stakeholders to ensure support from senior leadership and determine our capacity to deliver practical and meaningful results.

In May 2015 Director Arilla Training and Development, Shelley Reys, facilitated a session with our Group Executive Committee and Members of the Aboriginal and Torres Strait Islander engagement working group. Their aim was to increase awareness of Aboriginal and Torres Strait Islander history, culture and an understanding of the need to close the gap on issues like education, employment, health and incarceration.

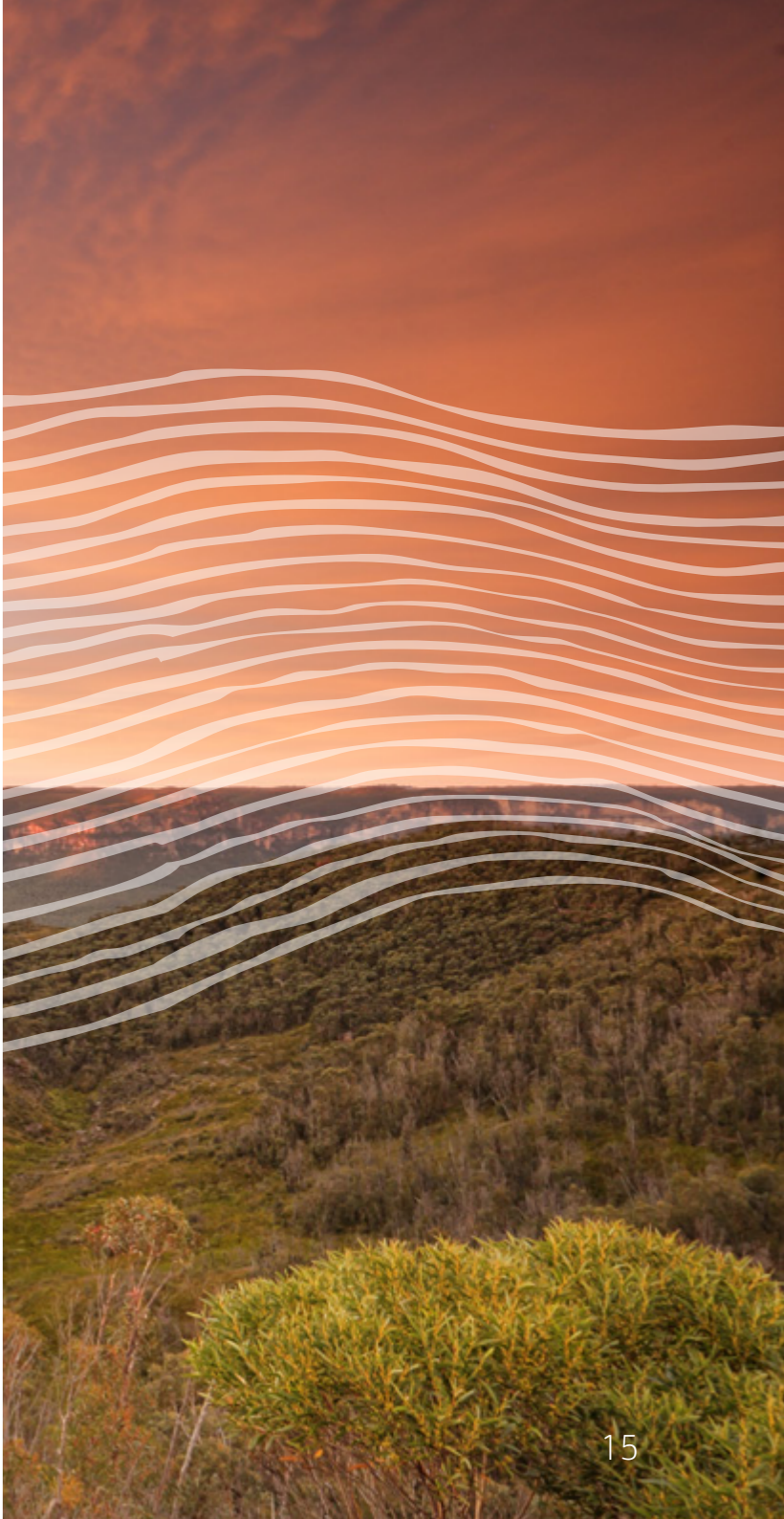
Following the session, the Aboriginal and Torres Strait Islander Engagement Working Group delivered a proposal recommending the NRMA develop a RAP. The group found that our existing Aboriginal and Torres Strait Islander programs, and those in development, met the minimum elements required for a RAP.

These included a learner driver mentor program, Supply Nation membership, recruiting Aboriginal and Torres Strait Islander interns and car servicing apprentices. The group determined that delivering Aboriginal and Torres Strait Islander programs was necessary to achieve sustainable outcomes.

“People are our most important asset.”

In July 2015 the RAP strategy was approved by our Group Executive Committee, with the commitment noted by the NRMA Board in August 2015. In January 2016 a new CEO was appointed and a new strategic direction was supported by the Board in April. To celebrate National Reconciliation Week 2016 NRMA CEO, Rohan Lund, signed a Statement of Commitment to develop the NRMA's first RAP by 30 November 2016.

To develop cultural awareness and competency across the business, the RAP Working Group completed training with proud Noongar man, Gordon Cole. In November 2016 Director Arilla Training and Development, Shelley Reys, was welcomed back to facilitate training for our Executive Leadership Team and Board.







# RAP working group

Our RAP is championed by Executive General Manager Corporate Affairs, Peter Colacino, and will be driven by a steering group of five internal influencers, including Aboriginal representatives. The RAP is led by a working group of employees across the business. This group comprises employees from every business unit and is guided by two Aboriginal employees from the Kamilaroi and Darug nations. Quarterly meetings will be held for the working group to review the progress of RAP deliverables.

## With special thanks

- Aunty Sandra Lee**  
Burbaga Aboriginal Corporation Founder
- Phil Lockyer**  
IAG Indigenous Engagement Manager
- Alisha Mete**  
Bupa Corporate Responsibility & Sustainability Manager
- Jason Timor**  
Supply Nation Head of Partnerships

### Motoring

- David Eccleston**  
Senior Manager Service  
Contact Centre Operations
- Tim Moggridge**  
Member Service Manager
- Ben Murdock**  
Senior Manager Car Servicing
- Sharon Shuttleworth**  
Team Leader  
Member Relations
- Simon Tracy**  
Senior Manager Driver Training

### Mobility

- Bradley Ellis**  
Thrifty Business  
Development Manager
- Sue Wiblin**  
Mobility Solutions

### Travel & Touring

- Elliott Bowen**  
Commercial Manager Travel

### Sales & Marketing

- Daniel Alexander**  
Digital Channel  
Social Media Manager
- Marie Ferrett**  
Senior Creative Director
- Matt Siddons**  
Senior Manager Marketing  
Communications & Content

### Finance

- Kelvin Davies**  
Procurement  
Sourcing Manager
- Mark Harbidge**  
General Manager  
Property & Procurement

### Technology

- Alanna Azar**  
Digital Delivery  
Operations Manager

### People & Culture

- Tom Cornish**  
Group Learning  
& Development Manager
- Mitch Lewis**  
Communication Advisor
- Murray Sinclair**  
Workplace Transition Manager
- Tanja Van Heerden**  
General Manager Culture,  
Leadership and Talent

### Corporate Affairs

- Kate McKay**  
Events Manager
- Suzanne Monks**  
Editor Open Road
- Rebecca Page**  
Media Advisor
- Kirrilli Parker**  
Deputy Company Secretary
- Janice Roche**  
Manager Community Programs
- Siobhan Spoljaric**  
Senior Manager Group  
Sustainability & Environment



## Tim's story

Tim Moggridge is a proud Kamillaroi man, a proud NRMA employee and one of the driving forces behind our first Reconciliation Action Plan. Tim joined the NRMA in 2006 as a patrol before moving into project management and senior operational and management roles.

"It's a great brand, built on the trust we've earned from almost a century of outstanding customer service. If you're in the automotive game, this is the place to be."

Outside the NRMA, Tim is Chairperson of NGROO Education, an organisation supporting pre-kindergarten Aboriginal children as they enter day care. Once the child has their start, NGROO offers academic and cultural support to the child and their teacher.

"NGROO does amazing work preparing Koori kids for school with minimal budget and resources," says Tim. "I'm honoured to volunteer my time to help them with governance and securing funding to make sure they exist in the future. These people are closing the gap, day by day."

Tim's focus on helping Indigenous youth is far from coincidental; it's driven by personal experience.

"When I was younger, I sometimes felt ashamed to say I was Aboriginal for fear of what others thought, but I reconciled with my culture and I'm a much better person for it, knowing who I am and where I come from. It's so important for Indigenous kids to reconcile

with their culture early so they can progress their education and life in general to break any cycles that are holding them back."

"It's been a long journey for me personally and as an employee to get to this point, so I'm extremely proud to see the NRMA RAP come to life. RAPs help create employment opportunities; in turn, that lifts income levels and helps drive better living standards and life expectancy rates in Indigenous communities."

**"I reconciled with my culture and I'm a much better person for it."**

"We know mobility opens up those job opportunities, and that's where the NRMA can make a huge difference. We have a role to play in getting Indigenous youth moving through initiatives like driver training in the city and the country. And there'll be much more we can do as our RAP continues to evolve with the new NRMA."

And Tim is optimistic about the future.

"In my eyes, reconciliation will happen when all Australians come together as one to understand and celebrate our Aboriginal culture. As a nation, we can do this."



# Learner Driver Mentor Program

The NRMA's vision is for Aboriginal and Torres Strait Islander Peoples to have equal access to mobility and the opportunities that it brings. As a mobility-driven organisation, the NRMA can work with Aboriginal and Torres Strait Islander People to increase their access to mobility through a Learner Driver Mentor Program. With access to mobility come opportunities; opportunities to reach healthcare, employment, education, family and friends across the country.

Driving in Australia presents a unique set of challenges. From battling traffic on the daily commute in our cities to travelling long distances to access basic services in the country – getting from A to B can be frustrating, time consuming and expensive. At the NRMA we're focused on reducing the costs of mobility because we were born to keep people moving.

If you can't get a driver's licence, getting around can be very difficult, particularly for those living in rural and remote areas where access to public transport is very limited. For some Aboriginal and Torres Strait Islander People, there can be substantial barriers to getting a licence, such as access to roadworthy cars and licensed supervisors. Research has shown that licensing rates for Aboriginal people can be as low as 50% (Elliott and Shanahan, 2008).

Driving-related offences also contribute to high rates of incarceration for Aboriginal people. However, programs that empower local communities to support young people through the licensing system can have major impacts on licensing.



**Top** - NRMA Driver Training Instructor, Alex Niki, with P1 licence holder, Amy.

**Bottom** - Proud P1 licence holder and Driving Change participant, Tyrone.

In December 2015 the NRMA helped support Driving Change in Wagga Wagga; The George Institute for Global Health Australia's driver licensing support program for Aboriginal and Torres Strait Islander learner drivers. Through an FIA Road Safety Grant, the NRMA contributed professional lessons, safer drivers courses, funding for licence fees and training for NRMA Members to supervise extra log book hours.

In addition to reducing commute times, fatal crashes and incarceration rates, there's a strong link between driver licensing and employment for Aboriginal and Torres Strait Islander Peoples (The George Institute for Global Health Australia, 2016). Aboriginal and Torres Strait Islander Peoples, who hold a driver licence have a higher chance of getting full-time employment or graduating from university, and are twice as likely to have a trade or certificate.

For learner drivers like Amy, the program has been a boost to her independence. "The support I received through the NRMA's driving instructor, Alex Niki, was the best I could have asked for," says Amy. "It was a calm, relaxed environment to learn the skills needed to pass my P1 test. Having my P1 licence has helped me in my school life as well as work. I no longer have limited availabilities and can get myself to and from work as well as be a safe driver on the roads."

The NRMA will continue to leverage its driver training expertise and large Member base to support learner driver mentor programs for Aboriginal and Torres Strait Islander Peoples.

# RAP deliverables



# Relationships

Together we can build momentum. Together we can drive positive change. The NRMA is committed to developing genuine, trusting relationships with Aboriginal and Torres Strait Islander Peoples and forming partnerships that keep people moving.

Action	Deliverable	Timeline	Responsibility
The RAP Working Group (RWG) actively monitors RAP development, including implementation of actions, tracking progress and reporting.	Ensure the RWG oversees the development, endorsement and launch of the RAP.	December 2016	Manager Community Programs Communications Advisor Member Service Manager Team Leader Member Relations
	Ensure Aboriginal and Torres Strait Islander Peoples are represented on the RWG.	December 2016	
	Agree on Terms of Reference for the RWG and convene formal meetings at least four times per year to monitor and report on RAP implementation.	January, April, July and October 2017, 2018	
	Develop and distribute an expression of interest inviting key Aboriginal and Torres Strait Islander employees to join the RWG.	December 2016	
	Establish an external Aboriginal and Torres Strait Islander Advisory Group to provide cultural advice and guidance.	May 2017	
Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander Peoples and the wider Australian community.	Organise one internal NRW event, alternating office location each year, and invite Aboriginal and Torres Strait Islander Peoples to share their reconciliation stories.	27 May – 3 June 2017, 2018	Events Manager Communications Advisor Media Advisor RWG Chairperson
	Promote external NRW events and Reconciliation Australia's NRW resources to NRMA employees, ensuring the RWG participates in at least one event.		
	Host a NRW event open to the wider community.		
	Register all events on Reconciliation Australia's NRW website.		
	Ensure the NRMA's Working Group participates in an external event to recognise and celebrate NRW.		
Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander Peoples, communities and organisations to support positive outcomes.	Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders.	June 2017	Manager Community Programs RWG Chairperson Member Service Manager Team Leader Member Relations
	Meet with Traditional Owners and Aboriginal and Torres Strait Islander organisations that align with the NRMA's business and geography to build stronger relationships and explore potential partnerships.	August 2017, 2018	
	Meet with local Aboriginal and Torres Strait Islander stakeholders to develop guiding principles for future engagement.	August 2017, 2018	
Raise internal and external awareness of the NRMA's RAP to promote reconciliation across its business and sector.	Implement and review a strategy to communicate the NRMA RAP to all internal and external stakeholders.	November 2016, 2017, 2018	Communications Advisor Media Advisor Senior Manager Marketing Communications & Content
	Promote reconciliation through ongoing active engagement with all stakeholders.	December	
	Communicate quarterly RAP updates to employees via the intranet and Yammer.	February, May, August and November, 2017, 2018	

# Respect

The cultures of our nation's First Peoples are something we can all be proud of, something we can all learn from and celebrate. The NRMA seeks to increase its understanding of Aboriginal and Torres Strait Islander culture and our shared history to ensure we respectfully engage with our employees, Members, suppliers and the wider community.

Action	Deliverable	Timeline	Responsibility
Engage NRMA employees in cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.	In partnership with Traditional Owners and/or Aboriginal and Torres Strait Islander consultants, develop and implement a cultural awareness training strategy for employees in all business units across the NRMA, which defines cultural learning needs of employees and considers various ways cultural learning can be provided (online, face to face workshops or cultural awareness).	November 2016, 2017, 2018	Group Learning & Development Manager Communications Advisor
	Provide opportunities for key stakeholders to participate in cultural training including Board, Executive Leadership Team, RWG and HR Managers attending face-to-face and front-line leaders accessing training online.	June 2017	
Engage NRMA employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning.	Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country, including a list of key contacts, the significance of and distinction between a Welcome and Acknowledgement, identifying Traditional Owners in different locations and example wording.	December 2017	Events Manager Communications Advisor Media Advisor General Manager Property & Procurement Workplace Transition Manager
	Invite a Traditional Owner to provide a Welcome to Country at major NRMA events, including at the Annual General Meeting and grand opening for the Sydney Olympic Park office.	December 2016, 2017, 2018	
	Include Acknowledgement of Country at the commencement of important external meetings and key NRMA premises.	December 2016, 2017, 2018	
	Invite Traditional Owners to explain the significance of Aboriginal and Torres Strait Islander cultural protocols to NRMA employees.	December 2016	
Provide opportunities for Aboriginal and Torres Strait Islander employees to engage with their culture and communities by celebrating NAIDOC Week.	Review policies and procedures to ensure there are no barriers to Aboriginal and Torres Strait Islander employees participating in NAIDOC Week.	March 2017, 2018	General Manager Culture, Leadership and Talent Events Manager Communications Advisor Media Advisor
	Hold an internal NAIDOC Week event in consultation with Aboriginal and Torres Strait Islander stakeholders.	July 2017, 2018	
	Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week.	July 2017, 2018	
	Promote and recognise Aboriginal and Torres Strait Islander dates of significance.	October 2018	
	Support an external NAIDOC Week community event to build the NRMA's engagement with local Elders.	July 2017, 2018	

# Opportunities

Everyone, just like the NRMA, was born to move. Our services, advocacy and advice empower Members to help their communities thrive. The NRMA aims to use its influence to ensure Aboriginal and Torres Strait Islander Peoples have equal access to mobility, employment and economic development opportunities.

Action	Deliverable	Timeline	Responsibility
Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes at the NRMA.	Collect information on all consenting Aboriginal and Torres Strait Islander employees to inform future employment opportunities.	October 2017, 2018	Talent Acquisition Manager General Manager Culture, Leadership and Talent Group Learning & Development Manager Senior Manager Car Servicing Senior Manager Service Contact Centre Operations
	Engage with current NRMA employees and external consultants to develop and implement an Aboriginal and Torres Strait Islander employment and retention strategy, including professional development, within the NRMA's diversity strategy.	September 2017, 2018	
	Review the NRMA's policies and procedures to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in the NRMA's workplace.	September 2017, 2018	
	Advertise all non-internal vacancies in Aboriginal and Torres Strait Islander media, stating "Aboriginal and Torres Strait Islander Peoples are encouraged to apply."	September 2017, 2018	
	Develop a cultural mentoring network for Aboriginal and Torres Strait Islander employees and their managers, which is made available when joining the NRMA.	August 2018	
	Develop and implement Aboriginal and Torres Strait Islander employment pathways via the NRMA's Car Servicing Apprenticeship Program and CareerTrackers internships.	November 2017, 2018	
Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation.	Review procurement policies and procedures to identify barriers to Aboriginal and Torres Strait Islander businesses supplying the NRMA Group with goods and services.	February 2017	Procurement Sourcing Manager Manager Community Programs Communications Advisor Commercial Manager Travel
	Develop a list of Aboriginal and Torres Strait Islander suppliers and communicate it to employees, highlighting the benefits of supplier diversity.	May and November, 2017, 2018	
	Enable at least one Aboriginal and/or Torres Strait Islander-owned business to become an NRMA preferred supplier each year.	November 2017, 2018	
	Engage Supply Nation to identify certified and capable Aboriginal and/or Torres Strait Islander-owned business and invite them to tender for upcoming NRMA supplier contracts.	November 2017, 2018	
	Further develop the NRMA's existing relationship with Supply Nation.	November 2017, 2018	

# Opportunities (cont)

Action	Deliverable	Timeline	Responsibility
Create and support opportunities that increase driver licensing for Aboriginal and Torres Strait Islander Peoples.	Move from pilot to operation for the Aboriginal and Torres Strait Islander Learner Driver Mentor Program in Wagga Wagga to enable participants to gain their provisional P1 licence.	November 2017, 2018	Senior Manager Driver Training
	Explore potential partnerships with organisations that can influence Aboriginal and Torres Strait Islander driver licensing across NSW and the ACT.	November 2017, 2018	Manager Community Programs
Engage NRMA Members in understanding the significance of the NRMA's RAP initiatives.	Communicate key Aboriginal and Torres Strait Islander initiatives to NRMA Members via <i>Open Road</i> , eDMs and social media.	November 2017, 2018	Senior Manager Marketing Communications & Content
	Include editorial content promoting Aboriginal and Torres Strait Islander travel experiences in <i>Open Road</i> and <i>Australian Caravan+RV</i> magazines.	November 2017, 2018	Digital Channel Social Media Manager RWG Chairperson
	Review the NRMA's stock images to ensure that Aboriginal and Torres Strait Islander Peoples are represented in NRMA collateral.	November 2017, 2018	Editor Open Road

# Tracking progress and reporting

Action	Deliverable	Timeline	Responsibility
Report RAP achievements, challenges and learnings to Reconciliation Australia.	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	September 2017, 2018	Manager Community Programs
	Investigate participating in the RAP Barometer.	May 2018	Senior Manager Group Sustainability & Environment
	Develop and implement systems and capability needs to track, measure and report on RAP activities.	June 2017, 2018	
Report RAP achievements, challenges and learnings internally and externally.	Publicly report on the NRMA's RAP achievements, challenges and learnings.	June 2017, 2018	Senior Manager Group Sustainability & Environment Communications Advisor Media Advisor
Review, refresh and update RAP.	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	February 2018	Manager Community Programs
	Send draft RAP to Reconciliation Australia for formal feedback and endorsement.	August 2018	RWG Chairperson

