

INNOVATE RECONCILIATION ACTION PLAN 2018 - 2020



The Relationships Australia Queensland Innovate RAP for July 2018 – July 2020

CEO message

Relationships Australia Queensland's vision for the future is a just, sustainable and equitable world: one where Australia's Aboriginal and Torres Strait Islander people are recognised and respected as the sovereign people on whose land we live and work.

This Reconciliation Action Plan, or RAP, describes how we will achieve our vision. It sits at the heart of our strategic direction as an organisation, and we will embed this vision within all our interactions and practices with our clients and their communities.

The RAP aligns to RAQ's organisational values of access, diversity and inclusion, as well as with Reconciliation Australia's themes of relationships, respect and opportunities.

I acknowledge the generosity, resilience and strength of the Aboriginal & Torres Strait Islander communities, Traditional Owners, elders, leaders, and families who have welcomed us into their lives and shared with us their priorities, strengths, realities and hopes and look forward to an enduring relationship.

Dr Ian Law
CEO, Relationships Australia Queensland

Contact Details

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Our vision for reconciliation

Our vision is for an Australian society that recognises and honours First Australians - the Aboriginal and Torres Strait Islander (A&TSI) Peoples. We honour their unique position in Australian history, their perspectives and their significant role within the social fabric of Australia.

We commit to work with First Australians to build stronger, more mutually respectful relationships with them in all of their diversity. We recognise their strengths, wisdom, knowledge and expertise, and will work with their communities to support their respective visions by:

Supporting the delivery of accessible, quality services shaped with and for Aboriginal and Torres Strait Islander Peoples. Strengthening their lead and engagement in the development of culturally appropriate policies and practices that reflect their respective communities' aspirations, priorities and needs. Underpinning our work is our commitment to transparency and evaluation of our work.



Our business

Relationships Australia Queensland (RAQ) is a state-wide, non-government organisation, part of the Relationships Australia federation. We employ 16 Aboriginal staff and 3 Torres Strait Islander staff within diverse roles. Our service footprint spans the major cities and provincial centres along the eastern seaboard of Queensland from the Gold Coast to the Torres Straits. This includes regional venues in Mt Morgan, Longreach, Toowoomba, Proserpine and Thursday Island. Our work is focused on building respectful relationships and developing and delivering relevant services in response to local priorities and needs. We work with individuals and families, children, Elders, men and women to build upon their strengths and help them identify the best approach to achieve their wellbeing goals and we work with these clients toward those goals.

Aboriginal & Torres Strait Islander staff and community reference groups provide guidance to RAQ Leadership and workforce colleagues. They incorporate a strong cultural knowledge base with sector knowledge and clinical skillsets to support clients' wellbeing journeys. They collaborate with their RAQ colleagues and sector partners to respond to client and community need and provide outreach support to clients in a range of community spaces like the Murri Court, Elders spaces, women's groups and men's groups, schools, medical centres and hospitals.

Our staff listen, support and walk beside clients, their families and communities and work with them to achieve their wellbeing goals. We work intensively with families, children and young people, men and women. While communities we work with can experience all kinds of needs we collaborate with each person to find the right approaches that work for them, from skill building around parenting to more complex approaches for those impacted by trauma, grief and loss and addictions. Our services encompass provision of information, support and counselling, mediation, parenting support, intensive family support, prevention and recovery support around Domestic Violence and Family Violence, and support around lateral Violence, gambling and addictions. We incorporate healing gatherings, women's camps, men's groups, sporting and cultural events and RAQ has developed some exciting partnerships with Aboriginal and Torres Strait Islander communities to strengthen and support local leadership, priorities and vision.

This is an invaluable experience for RAQ staff as it is challenging us to think about and embrace a new way of working outside of the more formal clinical settings most often utilised in our sector. This has required us to look to and learn from local, national and global indigenous knowledge bases.

RAQ recognises the rich and multilayered history of the many distinct Aboriginal and Torres Strait Islander nations consisting of language groups and clans. RAQ acknowledges that these same people are the First Nation's People of Australia the continent and its surrounding islands. We recognise that historically these nations have never relinquished sovereignty and governance over their nationhood, language, spiritual social, cultural, political, ecological and economic practices.

RAQ endorses

- The United Nations Declaration of Indigenous Peoples Rights
- The nationally recognised Aboriginal and Torres Strait Islander 'Terms of Reference'. The National Strategic Framework for Aboriginal & Torres Strait Islander People's Mental Health and Social and Emotional Wellbeing
- The Secretariat for National Aboriginal and Islander Child Care (SNAICC) Families Matter Campaign

RAQ is committed to:

- 'Closing the Gap' and to champion Trauma Informed Practices through all of our services.
- Working in partnership with The National Healing Foundation and other Reconciliation Action Plan (RAP) organisations such as Anglicare, Uniting Care Community, University of Sunshine Coast, Queensland University, QLD Performing Arts Centre, Logan City Council and Townsville City Council and the Federal Circuit Court of Australia

Commitment to an Aboriginal and Torres Strait Islander workforce strategy

RAQ currently employs 18 Aboriginal and Torres Strait Islander staff in the following roles:

- Aboriginal & Torres Strait Islander Engagement & Cultural Advisor Senior Management state-wide
- One Administration Officer Spring Hill
- One Family Information Officer Cairns
- One Family Support Service Counsellor Bowen
- Six Service Delivery Advisors within FRC venues (one in Cairns, one in Ipswich, one in Spring Hill, one in Upper Mt Gravatt, one Service Delivery Advisor in Eight Mile Plains, and one Service Delivery Advisor on Thursday Island)
- One Family Dispute Resolution Practitioner – Eight Mile Plains
- One Parenting Order Program Coordinator /VCSS Counsellor /Educator Mackay
- One Hub Coordinator Mt Morgan, Central Queensland
- One DVF Intensive Case Worker Central Queensland
- One DV Counsellor/ GHS Counsellor Longreach Central Queensland
- One VCSS Counsellor /Educator Toowoomba
- One Wellbeing Worker Townsville
- One Child Contact Service Counsellor Townsville

Our RAP

The RAQ Innovate RAP is a two-year plan, spanning 2018 and 2020. It is aligned with our Strategic Directions and Operational Plans and leverages our key learnings to guide RAQ's short and long-term goals.

Our Chief Executive Officer Dr. Ian Law is the project's sponsor, and it is championed and managed by Lead Community Engagement and Cultural Advisor Debra Bennet.

This RAP Innovate will be led by a RAQRAP advisory body that includes the RAQ board and representatives from the workforce, external regional First Australians and other RAP stakeholders. It is supported by an internal Implementation Working Group (IWG) that is representative of regional Aboriginal & Torres Strait Islander staff and other relevant members of staff.

This model enables RAQ's leadership team to engage fully with First Australians and other Australians committed to Reconciliation leadership, and will focus on sustainable, collaborative, locally paced solutions to achieve the best potential within communities, families and individuals.

As part of our Innovate RAP 2018-20 we will focus on three areas from our previous 2011-13 RAQ RAP:

- Community Engagement
- Learning and Development that supports cultural competence development and development and inclusion of First Australians Frameworks and Models of Practice
- Collaboration – Workforce Development & Program Development, incorporating clinical practice – grounded in culturally relevant approaches: capacity building, place based, community development principals

Our first RAP allowed us to develop a clear vision for why we have a plan, and what we want it to achieve. This iteration of RAQ's RAP Innovate focuses on how we need to work within the key areas under Relationships, Respect and Opportunities within the RAP to focus our work over the next two years and achieve the milestones and goals we have set for our organisation.

History of the RAP

RAQ launched its inaugural RAP in 2011, and embarked upon an ambitious journey to take the whole of our organisation into a new paradigm of relationship with the First Nations Peoples of Queensland.

Guided by the Director of Aboriginal & Torres Strait Islander Programs we established the senior management RAQ RAP working group, which included our former CEO. We established our Aboriginal and Torres Strait Islander Staff Working Group and an external Aboriginal and Torres Strait Islander Community Working Group which included two youth leaders and four Elders from South East Queensland.

These groups were brought together through a community consultation process as well as through referrals from staff, respected community leaders and Elders.

We developed the direction, framework and core values for our first RAQRAP, which was driven by the RAQRAP Implementation Working Group, which consisted of the:

- CEO
- Senior Leadership team
- Two General Managers
- Director of Aboriginal & Torres Strait Islander Programs
- Regional Director for Far North QLD
- Two Venue Managers
- Two Aboriginal & Torres Strait Islander staff

We also established an External Community Working Group, which consisted of four Community Elders and three Leaders from regional remote and urban locations.

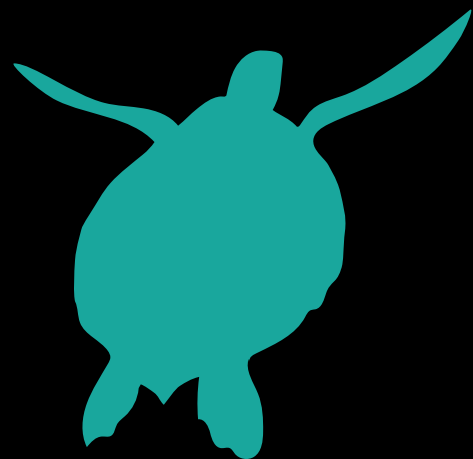
Once the framework for the RAQ RAP was developed, every member of the RAQ workforce participated in our RAP consultation process over twelve months. Staff were invited to share their perspectives on the RAQ RAP and how it could be implemented within the workplace and with local Aboriginal & Torres Strait Islander communities. RAQ Venue staff sought the advice of Aboriginal and Torres Strait Islander staff and consulted with existing local Aboriginal & Torres Strait Islander Reference Groups.



Key Learnings

We are committed to listening to, building on and utilising the knowledge, experience and networks of RAQ Aboriginal & Torres Strait Islander staff to establish relationships and increase our engagement with local Aboriginal & Torres Strait Islander communities. This includes strategically partnering with Aboriginal and Torres Strait Islander community organisations and other RAP organisations in our sector and adjacent sectors.

During implementation of our first RAQ RAP, we identified the need to establish, support and resource a RAQ RAP Advisory Committee to guide our RAP Implementation Working Group in undertaking the work outlined in the RAP. This committee work includes RAP administration duties such as booking meeting venues, development of agendas, recording and publishing minutes, arranging teleconference facilities, quarterly travel and accommodation for regional and remote members, provision for local members for travel and parking. Educating and communicating with RAQ staff to gather relevant data and enhanced commitment to report RAP work.



Research

Our Aboriginal & Torres Strait Islander Engagement & Cultural Advisor is collaborating with Dr. Jemima Petch, RAQ Head of Practice & Research, and Chris Pye the RAQ Manager Diversity & Inclusion to identify, define and prioritise current and future projects focused on or inclusive of Aboriginal and Torres Strait Islander Research Agenda priorities within RAQ

In 2014, RAQ began a partnership project to collaborate with the Institute Urban Indigenous Health and QLD University to support their research focusing on the resilience of Aboriginal and Torres Strait Islander community members who have experienced extensive time in correctional centres. This project aims to use the evidence from this research to enhance support to these clients, strengthen client resilience and decrease recidivism. The project is in its final stages and we will take learnings from this to guide our work with vulnerable Aboriginal & Torres Strait Islander clients within this cohort and their families.

RAQ maintains its commitment to our Aboriginal & Torres Strait Islander workforce strategy, effectively engaging this cohort within our workforce and supporting Aboriginal & Torres Strait Islander program development including ongoing opportunities for professional development. To this effect, six Aboriginal and two Torres Strait Islander staff have completed a Diploma of Counselling and three of these graduates have enrolled in mediation training.

All clinical staff and other relevant staff who work directly with Aboriginal & Torres Strait Islander clients and communities have undertaken trauma informed practice training to better support clients and their families. This trauma informed practice was facilitated by recognised and respected senior Aboriginal & Torres South Sea Islander trainers.

RAQ is currently refining HR policies including recruitment, selection and retention strategies to increase and provide ongoing support for our Aboriginal & Torres Strait Islander workforce. We provide clinical supervision and emphasise self-care and wellbeing support for Aboriginal and Torres Strait Islander staff and the mainstream staff who work directly with first Australians.

Most importantly, we commit to working in collaboration with community controlled and broader sector partners to support Aboriginal & Torres Strait Islander clients to achieve their social and emotional wellbeing goals.

We have found that it is best to take smaller, achievable steps, reflect upon what works, engage and collaborate at every decision point with Aboriginal & Torres Strait Islander senior staff, clinical staff and leaders and celebrate our successes with staff and community. We will learn from other RAP organisations, share knowledge and experiences, and review our systems and structures through a Cultural Capability lens and consolidate learnings for future RAQ RAP initiatives.

Other learnings

RAQ has adopted the national Relationships Australia philosophy of Cultural Competence as a continuous learning experience, and refers to this process as Cultural Fitness. After the first rollout of Cultural Fitness training, three service regions, Head Office led our RAP work with the support of RAP champions.

We are focused on building sound community partnerships with Aboriginal and Torres Strait Islander Traditional Owners, community organisations, and Elders in four of three of the six regions.

Not all RAQ venues were confident of their capacity to engage with First Australians indicating funding agreement constraints, large caseloads and limited time to engage. This limited the potential for some venues to recruit and employ Aboriginal and/or Torres Strait Islander staff so outreach into Aboriginal & Torres Strait Islander communities in a number of our locations was very limited. Our commitment to Cultural Competency training, our Workforce Plan and Strategic Directions plan will function to address these challenges.

RAQ services have historically referred clients 'into' RAQ or self-referring, phoning our Call Centre, scheduling and attending appointments in our venues individually, in couples or small family groups.

We recognise that this type of service is not necessarily the only way to offer therapeutic support to Aboriginal and Torres Strait Islander communities and clients. Instead, through the employment of Aboriginal & Torres Strait Islander staff, community engagement, consultation and innovation we have been developing new opportunities to provide information about our services.

We have also reshaped our outreach to Aboriginal and Torres Strait Islander clients and communities by building contacts with Elders and leaders, setting up reference and support groups, all informed by Aboriginal and Torres Strait Islander's unique understanding and application of community development principles.

Over the past six years, outreach to Aboriginal and Torres Strait Islander clients and communities has occurred through innovative family fun days, BBQ's, luncheons, women's groups and men's groups, intergenerational women's leadership camps, sponsoring of elder-led culture in the park days, sponsoring sporting events alongside info-education stalls. We have also built new relationships and co-located our staff in partner organisation's venues.

Through collaboration with community groups and partners, we have been building capacity of local groups and community organisations through board membership and committee membership as key aspects of our work.

At the launch of our RAP in 2011, we committed to developing and providing comprehensive Cultural Competency Training (referred to by RAQ as Cultural Fitness Training). In 2011 – 2012 RAQ underwent a number of changes and new organisational priorities placed tight limits on time and resources. While recommendations were made, few opportunities were funded or made available for the majority of the workforce to participate in more regular and deeper levels of multimodal Cultural Competency training.

RAQ has since made a commitment to introduce Cultural Competency Induction Training in 2018 and will introduce further layers of multi-modal cultural competency training across the next five years.

RAQ in response to local and regional community Elders and leader's requests, to employ Aboriginal and Torres Strait Islander counsellors, offered Diploma of Counselling training to all of our Aboriginal and Torres Strait Islander staff 10 accepted and eight members successfully completed this course graduating with a Diploma of Counselling in Dec 2016. All of the graduates already possessed a range of culturally, effective, social and emotional wellbeing skills and have incorporated new knowledges and skills to enhance their support of clients.

RAQ has recognised the need to resource and implement our RAP strategy, to appoint, train and resource RAP Champions in all venues throughout the state, to drive commitment to and implementation of RAQRAP strategies identified across our service footprint. The newly created role of Manager for Diversity and Inclusion will work with the Head Aboriginal and Torres Strait Islander Community Engagement and Cultural Advisor to implement the RAP Champions program and support its success into the future.

At the conclusion of 2013, the external Global Economic Crisis affected state and federal government and our sector experienced a significant flow on from this impact. Our funding environment required a shift in priorities with more changes to organisational structure over the past three and a half years. This created a need to deeply reflect upon our RAP experiences and review our approach to our RAQRAP. The past 4 years have seen significant change for our organisation, and we have now refocused our attention on the next iteration of our 2018-2020 RAQ RAP to align with our Strategic Directions 2018- 2022.

Relationships

RAQ are committed to a collaborative and authentic partnership with Australia's First Peoples and helping to build stronger, respectful relationships between Aboriginal and Torres Strait Islander peoples and other Australians.

FOCUS AREA: COMMUNITY ENGAGEMENT

ACTION 1	DELIVERABLE
<p>RAQ RAP Internal Implementation Working Group (IWG) continues to actively monitor RAP development, including implementation of actions, tracking progress and reporting to RAQ Advisory Committee, RAQ Board and Reconciliation Australia.</p>	<p>IWG oversees the development, endorsement and launch of the RAQRAP Innovate 2018 – 2020. Launch date Statement of Intent.</p> <p>Official RAQ RAP Innovate Launch 2018.</p> <p>RAQRAP IWG includes five representatives from senior levels across RAQ workforce includes the lead A&TSI and a minimum of two Aboriginal & Torres Strait Islander staff drawn from our workforce.</p> <p>Board approves establishment and Resourcing of RAQ RAP Advisory Committee.</p> <p>RAQRAP IWG meets every two months to monitor and report on RAP implementation.</p> <p>RAQRAP IWG to provide quarterly reports to the RAQ board and RAQ RAP Advisory Committee and communicates quarterly with RAQ workforce through intranet blog and Managers Forums.</p> <p>Establish Terms of Reference for the RAQRAP IWG. Review Annually.</p>

TIMELINE

2018 Jul

2018 Jul

2018, 2019, 2020 Jul

2018 Jul

2018, 2019, 2020 Jul

2018 Jul, Oct

2019 Jan, Apr, Jul, Oct

2020 Jan, Apr, Jul, Oct

2018, 2019, 2020 Jul

RESPONSIBILITY

CEO, Lead Aboriginal & Torres Strait Islander Community Engagement & Cultural Advisor.

IWG: CEO, Lead Aboriginal & Torres Strait Islander Community Engagement & Cultural Advisor, General Manager Client Services, Head of Operations, one Regional Manager, one Team Leader, Regional Aboriginal & Torres Strait Islander Staff, Manager Diversity & Inclusion.

FOCUS AREA: COMMUNITY ENGAGEMENT

ACTION 2	DELIVERABLE
<p>RAQ to participate and celebrate National Reconciliation Week (NRW), NAIDOC Week and other significant Aboriginal and Torres Strait Islander cultural events by providing opportunities for building relationships and cultural exchange between Aboriginal and Torres Strait Islander employees, community members RAQ employees and sector partners.</p>	<p>Support an external NRW event.</p> <p>Ensure our RAP IWG participates in an external event to recognise and celebrate NRW.</p> <p>Plan annually to organise, resource and host RAQ National Reconciliation Week & NAIDOC Week events across RAQ Head Office and all service regions, include Traditional Owners, Aboriginal & Torres Strait Islander Leaders & Elders, RAQ Board, sector peers and corporate partners.</p> <p>Register RAQ NRW Activities on Reconciliation Australia website and access Reconciliation Australia’s NRW toolkit for support in celebrating NRW annually.</p> <p>RAQ to plan, resource, coordinate and promote across RAQ service footprint National Reconciliation Week (NRW) and other culturally significant events dates, such as closing the Gap (CTG), Anniversary of Sorry Day, and Mabo Day, Coming of The Light, International day of Indigenous Peoples, through RAQ public website, calendar and intranet blog updates.</p> <p>RAQ to acknowledge and promote United Nations International Day of the World’s Indigenous People 9th Aug annually.</p> <p>Provide opportunities to support 3 staff from every venue to represent RAQ at significant regional community events across RAQ’s service area during National Reconciliation Week (NRW) Sorry Day, NAIDOC, United Nations International Day of the World’s Indigenous People and other local significant days.</p> <p>Develop and maintain a calendar of Aboriginal and Torres Strait Islander significant days and events & communicate to RAQ staff, clients and Partners via website, intranet and email updates.</p>

TIMELINE

2019, 2020 Jun

2019, 2020 Jun

2018 Jul, Dec

2019 Jan, Jun - Jul

2020 Jan, Jun - Jul

2019 May - Jun

2020 May - Jun

2018 Jul, Dec

2019, 2020 Jan, May - Jul, Dec

2018, 2019, 2020 Aug

2018, 2019, 2020 May, Aug

2018 Jul, Dec

2019, 2020 Dec

RESPONSIBILITY

Head of Operations, Lead Aboriginal & Torres Strait Islander Community Engagement & Cultural Advisor, Manager Diversity & Inclusion, Regional Aboriginal & Torres Strait Islander Staff Representative, RAP Champions.

FOCUS AREA: COMMUNITY ENGAGEMENT

ACTION 3

Leverage existing relationships and establish new partnerships with Aboriginal and Torres Strait Islander Leadership, and broader community RAP'ers; Universities, and corporate sector leaders to guide the development of our services and workforce and source appropriate resources to achieve RAQ RAP goals and vision.

DELIVERABLE

Establish RAQRAP Advisory Committee comprising of key internal and external advisors to guide RAQ in our implementation of the RAP Advisory Committee to include at least four external Aboriginal & Torres Strait Islander representatives and at least two others from broader community or corporate leadership to provide guidance and strategic input into RAQ RAP work.

RAQRAP Advisory Committee Meets Quarterly.

RAQ Board recruits at least one Aboriginal and/or one Torres Strait Islander Leader to the board.

Increase and consolidate local and regional collaborations with peers to provide better service pathways for Aboriginal & Torres Strait Islander clients with mainstream Peak Bodies and service providers and Aboriginal & Torres Strait Islander community service sector. To include; QCOSS, Peak Care, Family Relationships Services Australia, QLD Indigenous Family Violence Legal Service, ATSILS, Aboriginal & Torres Strait Islander Community Health Services ATSICHS, Aboriginal & Torres Strait Islander Media; Radio, Koori Mail, Web Broadcasters NITV, and community networks, Murri Courts, Healing Waters, Elders Groups, Uniting Care Community, Centacare, Anglicare, Access Community Services, Islamic Women's Association, QLD Red Cross, Salvation Army, Brave Hearts, Living Well, and Victims Assist QLD. QLD Family Law Court, Family Law Pathways, Women Against Violence Support Services (WAVSS) Healing Waters, Act for Kids, OZ Care.

Report on Progress of the Collaborations quarterly to IWG, RAQRAP Advisory Committee and RAQ Board.

Senior Management Aboriginal and Torres Strait Islander staff and RAP Champions to plan for, and attend significant cultural events such as NAIDOC, Sorry Day, Coming of the Light to strengthen community engagement opportunities

TIMELINE

2018 Jul - Nov

2018 Nov
2019, 2020 Mar, Jun, Sep

2018 Jul

2018, 2019, 2020 Jul - Dec

RESPONSIBILITY

CEO, General Manager Corporate Services, Head of Operations, Regional Manager Rep, Lead Aboriginal & Torres Strait Islander Community Engagement & Cultural Advisor, Manager Diversity & Inclusion, Regional Aboriginal & Torres Strait Islander Staff Reps, External Aboriginal / External Torres Strait Islander Reps, Ext RAP x 2.

CEO, Lead Aboriginal & Torres Strait Islander Engagement & Cultural Advisor, Aboriginal & Torres Strait Islander Staff Rep, RAQ Board Rep, Head of People & Culture, General Manager Strategy & Innovation, Manager Diversity & Inclusion.

Regional Managers & Head Virtual Services.

2018 Jul, Nov
2019, 2020 Mar, Jul, Nov

2018 Jul, Nov
2019, 2020 Jan, Mar, Jul, Nov

FOCUS AREA: COMMUNITY ENGAGEMENT

ACTION 4	DELIVERABLE
<p>Collaborate with organisations within our sphere of influence: the Community Service Sector and adjacent sectors to champion community engagement that focuses on Aboriginal and Torres Strait Islander Social Capital, Community Development, Social and Emotional Well-Being, Education, Research and Training.</p>	<p>Implement plan and publish outcomes from collaborations with strategic sector partners.</p> <p>Implement plan, report quarterly to IWG, RAQRAP Advisory Committee and RAQ Board and annually to Reconciliation Australia and review Annually.</p> <p>RAQRAP IWG & Lead Aboriginal & Torres Strait Islander Community Engagement & Cultural Advisor is effectively supported and resourced with administrative support to carry out this work.</p> <p>Develop culturally informed co-designed frameworks and models of practice for working with Aboriginal & Torres Strait Islander Clients and Communities in collaboration with relevant Aboriginal & Torres Strait Islander Senior Clinical Practitioners and Community Leaders Report twice a year to RAQRAP IWG.</p> <p>Endorse Secretariat National Aboriginal Islander Child Care Family Matters Campaign (SNAICC): Collaborate with RA National Board and RAIN - Relationships Australia's National Indigenous Network to develop a clear statement of commitment to endorse and support the Campaign and the recommendations of the SNAICC Family Matters Report.</p> <p>Commit to a series of priority actions to include SNAICC recommendations in our Tender Processes and implement these actions in all relevant RAQ Programs through to Service Delivery across the client's journey. Report quarterly on these activities.</p> <p>Follow up strategic support services to Aboriginal & Torres Strait Islander clients, their families and communities impacted by Royal Commission into Institutional Responses to Child Sexual Abuse and incorporate with RAQ Closing the Gap initiatives through our Victims of Crime, IFS and other relevant Programs.</p>

TIMELINE

2018, 2019, 2020 Jul

2018 Sep, Dec

2019, 2020 Mar, Jun, Sep

2018 Sep, Dec

2019, 2020 Mar, Jun, Sep

2018 Aug, Dec

2019, 2020 Mar, Dec

2018 Jul - 2019 Jul

2020 Jul

2018 Jul, Oct

2019, 2020 Jan, Apr, Jul, Oct

2018 Aug, Oct, Dec

2019, 2020 Feb, May, Aug, Oct

RESPONSIBILITY

CEO, Lead Aboriginal & Torres Strait Islander Community Engagement and Cultural Advisor, Board, General Manager Corporate Services, Head of Operations Regional Managers, General Manager Strategy & Innovation.

CEO, Lead Aboriginal & Torres Strait Islander Community Engagement and Cultural Advisor, Aboriginal & Torres Strait Islander Regional Staff, Board, General Manager Corporate Services, Regional Managers, Manager Diversity & Inclusion.

Head of Practice, Lead Aboriginal & Torres Strait Islander Community Engagement & Cultural Advisor.

FOCUS AREA: COMMUNITY ENGAGEMENT

ACTION 4 (cont.)	DELIVERABLE
<p>Collaborate with organisations within our sphere of influence: the Community Service Sector and adjacent sectors to champion community engagement that focuses on Aboriginal and Torres Strait Islander Social Capital, Community Development, Social and Emotional Well-Being, Education, Research and Training.</p>	<p>Participate in and report on Logan Together Program – our lead staff investigate this model and support further opportunities for RAQ partnerships with 3 tiers of Government and local services within Logan region. Report Quarterly.</p> <p>Develop minimum of two MOUs with Universities and Establish Indigenous Research Agenda Project milestones, Action Plan and implement Action plan. Report Quarterly.</p> <p>Employ Aboriginal & Torres Strait Islander Researcher and an Intern Researcher to guide the Research Project and work with the RAQ Research Team. Report Quarterly.</p> <p>Sponsor a minimum of two Men & Boys and two Women & Girls Groups and practical activities, sponsorship of two intergenerational family camps annually - three service regions, Report annually</p> <p>Investigate strategic partnership with RAP Universities who have Community Development Studies Programs to increase RAQ’s vision to build capacity in Aboriginal & Torres Strait islander staff and communities. Report bi-annually.</p> <p>Develop and implement Plan to support Aboriginal & Torres Strait Islander staff and communities to build capacity through engagement in formal study and training. Report bi-annually.</p> <p>Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement. Report annually.</p> <p>Monitor, Document and Report Bi Annually on progress of Aboriginal & Torres Strait Islander staff and communities experience of collaboration and change agency in all service regions.</p>

TIMELINE

2018 Jul, Oct
2019, 2020 Jan, Apr, Jul, Oct

2018 Jul, Oct
2019, 2020 Jan, Apr, Jul, Oct

2018 Jul, Oct
2019, 2020 Jan, Apr, Jul, Oct

2018, 2019, 2020 Nov

2018, 2019, 2020 Jul, Nov

2018, 2019, 2020 Jul, Nov

2018, 2019, 2020 Sep

2018 Aug, Dec
2019, 2020 Jun, Dec

RESPONSIBILITY

CEO, Lead Aboriginal & Torres Strait Islander Community Engagement & Cultural Advisor, Aboriginal & Torres Strait Islander Staff, RAQ Board Rep, General Manager Corporate Services, Regional Managers.

Manager Diversity & Inclusion.

General Manager Strategy & Innovation.

FOCUS AREA: COMMUNITY ENGAGEMENT

ACTION 5	DELIVERABLE
<p>Raise internal awareness of RAQ RAP</p>	<p>Promote reconciliation through ongoing active engagement with all stakeholders. Report annually.</p> <p>Develop and implement an internal communication plan by Feb 2019 to raise awareness across RAQ about our RAP Innovate commitment with key internal stakeholders. Review this plan and process quarterly and Report against this plan quarterly.</p> <p>RAQRAP Champion Training & resource updates quarterly 2018- 2020.</p> <p>Recruit, maintain and resource a minimum of one RAQRAP Champion per venue per year commencing Nov 2018.</p> <p>Host an annual Forum for RAP Champions.</p> <p>Involve RAQRAP Champions in Mentoring Program to develop and embed RAP engagement and Cultural Competency Commitment by other RAQ venue staff.</p> <p>Develop and deliver presentations on RAQ RAP engagement and commitment to Managers Forum, Team Leaders and new RAQ Staff and Sector Peers to ensure there is commitment to contributing to RAP implementation -</p>

TIMELINE

2018, 2019, 2020 Jul

2018 Aug, Nov

2019, 2020 Feb, May, Aug, Nov

2018 Jul, Oct

2019, 2020 Jan, Apr, Jul, Oct

2018 Nov

2019 May - 2020 May

2018, 2019, 2020 Sep

2018 Jul, Oct

2019, 2020 Jan, Apr, Jul, Oct

2018 Jul, Oct

2019, 2020 Jan, Apr, Jul, Oct

RESPONSIBILITY

CEO, Lead Aboriginal & Torres Strait Islander Community Engagement & Cultural Advisor, Manager Diversity & Inclusion, Board, General Manager Corporate Services, Regional Managers, Head of People & Culture, General Manager Strategy & Innovation.

Respect

RAQ aims to build a respectful organisational culture, which embraces the history, cultures, diversity, priorities and perspectives of the Aboriginal and Torres Strait Islander Peoples and communities within our service footprint. Through increased understanding and awareness of

FOCUS AREA: LEARNING AND DEVELOPMENT

ACTION 6	DELIVERABLE
<p>RAQ to engage employees in understanding Aboriginal and Torres Strait Islander cultural protocols around Welcome to Country and Acknowledgement of Country to ensure there is shared meaning behind the two ceremonies.</p>	<p>In consultation with local Traditional Owners, regional RAQ venues create a protocol document relevant to their local service region.</p> <p>Review annually with Local Traditional Owners and QLD Native Title Tribunal and respective Land Councils.</p> <p>Develop, compose and Implement an RAQ internal protocol for internal engagement with Aboriginal & Torres Strait Islander staff. Review annually.</p> <p>Develop, implement and communicate a formal Cultural Protocol document for RAQ for engagement with Aboriginal & Torres Strait Islander communities. Review annually.</p> <p>Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships across all RAQ venues. Review annually.</p> <p>Include an Acknowledgement of Country at the commencement of all-important internal and external meetings. Review annually.</p> <p>Include an Acknowledgement of Country at the commencement of all internal and external meetings. Promote quarterly.</p> <p>Ensure local Traditional Owners are engaged to provide a Welcome to Country at significant events such as; RAQRAP Launch, NAIDOC, National Reconciliation Week Mabo Day, Aboriginal & Torres Strait Islander Forum and major public events and conferences hosted by RAQ.</p>

Aboriginal and Torres Strait Islander Peoples, this will in turn benefit all Australians, as well as our business and the work that we do.

TIMELINE	RESPONSIBILITY
2018 Jul	CEO, Lead Aboriginal & Torres Strait Islander Community Engagement & Cultural Advisor, Head of Operations Regional Managers.
2018, 2019, 2020 Jul	Manager Diversity & Inclusion.
2018, 2019, 2020 Jul	Head of People & Culture, Learning & Development.
2018 Jul - 2019 Jul 2020 Jul	
2018, 2019, 2020 Aug	
2018, 2019, 2020 Aug	
2018 Jul, Oct 2019, 2020 Jan, Apr, Jul, Oct	
2018 July, Aug, Nov 2019, 2020 Jun, Jul, Aug, Nov	

FOCUS AREA: LEARNING AND DEVELOPMENT

ACTION 7

RAQ Workforce are active participants in cultural competency training to increase mutual respect, understanding and appreciation of the diversity of Aboriginal and Torres Strait Islander Peoples and to provide effective culturally appropriate service delivery to Aboriginal & Torres Strait Islander clients and in our work with Aboriginal & Torres Strait Islander staff and Community Partners.

DELIVERABLE

Develop and implement an Aboriginal and Torres Strait Islander introductory level cultural awareness training strategy for our staff that defines cultural learning needs of employees in all areas of our business and develops various modes for cultural learning, providing (online, face-to-face workshops or cultural immersion).

Provide opportunities for RWG members, RAP champions, HR managers and other key leadership staff to participate in cultural training. Report annually.

Implement Cultural Competency Training: referred to by Relationships Australia as Cultural Fitness. Report annually.

Acknowledgement Statement on Cultural Fitness establishing a mindset of continuous improvement prior to commencement of Cultural Fitness – Cultural Competency Training. Publish annually.

RAQ Learning & Development recognises the importance of Cultural Fitness and annually develops Cultural Fitness Cultural Competency Plan – this is a four-tiered Continuous Improvement Model and includes multi modal, online and face to face Cultural Fitness training and experiential learning opportunities. Facilitated by Aboriginal & Torres Strait Islander Keynote Presenters relevant to our sector and community priorities, includes professional development experiences such as Forums, First Australians cultural events, Keeping Places, Traditional Owners presentations, Conferences etc.

RAQ L & D Provide a Cultural Fitness schedule and Cultural Fitness Training guide to RAQ Regional Managers to support incorporation of Cultural Fitness into their monthly and annual reporting schedules. Review quarterly.

RAQ implements minimum Cultural Fitness Tiers 1 & 2 across all venues. Reports Annually.

TIMELINE

2018 Jul - Nov
2019, 2020 Feb - Nov

2018, 2019, 2020 Jul

2018, 2019, 2020 Jul

2018, 2019, 2020 Jul

2018, 2019, 2020 Jul

2018 Jul, Oct
2019, 2020 Jan, Apr, Jul, Oct

2018, 2019, 2020 Sep

RESPONSIBILITY

Lead Aboriginal & Torres Strait Islander Community
Engagement & Cultural Advisor, Head of People &
Culture.

Manager Diversity & Inclusion.

Learning & Development.

FOCUS AREA: LEARNING AND DEVELOPMENT

ACTION 8	DELIVERABLE
<p>Celebrate NAIDOC Week and provide opportunities for Aboriginal and Torres Strait Islander employees to engage with their culture and community through NAIDOC Week events.</p>	<p>Review induction and all HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC and other significant Cultural events.</p> <p>Provide opportunities for Aboriginal and Torres Strait Islander employees to have choices to participate in local NAIDOC Week events as ‘community members’ and support other RAQ staff to participate in community engagement activities throughout the NAIDOC week.</p>

TIMELINE

2018, 2019, 2020 Jun - Jul

2018, 2019, 2020 Jul

RESPONSIBILITY

RAQRAP IWG, Lead Aboriginal & Torres Strait Islander Community Engagement & Cultural Advisor, Head of People & Culture, Head of Operations, Manager Diversity & Inclusion.

Opportunities

RAQ aims to build a respectful organisational culture, which embraces the history, cultures, diversity, priorities and perspectives of the Aboriginal and Torres Strait Islander Peoples and communities within our service footprint. Through increased understanding and awareness of

FOCUS AREA: COLLABORATION

ACTION 9	DELIVERABLE
<p>Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our RAQ.</p>	<p>Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities.</p> <p>Ongoing development, implementation, and review of RAQ Aboriginal and Torres Strait Islander workforce strategy developed in consultation with RAQRAP IWG and RAQRAP Advisory Committee. Review quarterly.</p> <p>Engage with existing RAQ Aboriginal and Torres Strait Islander staff at quarterly Forums to consult on our workforce and program development strategies. Review quarterly.</p> <p>Support Aboriginal and Torres Strait Islander staff to attend and represent RAQ as delegates and presenters at Community Forums and National Conferences that have direct relevance to their specific roles. Report annually.</p> <p>Review and update RAQ leave policy to include Aboriginal & Torres Strait Islander cultural leave such as Ceremonial and Sorry Business obligations. Report annually.</p> <p>Prioritise and sponsor strategic regional healing projects that benefit clients and communities negatively impacted by current and past government legislation such as; the 2013 – 2017 Royal Commission into Institutional Responses to Child sexual Abuse, Stolen Generations and other recognised Forced Removals: Palm Island ‘Magnificent 7’ The National Healing Foundation - Gallang Place Healing Accredited Short Course. Review and Report quarterly.</p>

Aboriginal and Torres Strait Islander Peoples, this will in turn benefit all Australians, as well as our business and the work that we do.

TIMELINE

2018 Jul - Nov

2019, 2020 Feb - Nov

2018 Jul, Oct

2019, 2020 Jan, Apr, Jul, Oct

2018 Jul, Oct

2019, 2020 Jan, Apr, Jul, Oct

2018, 2019, 2020 Jul

2018, 2019, 2020 Jul

2018 Jul, Oct

2019, 2020 Jan, Apr, Jul, Oct

RESPONSIBILITY

CEO, Lead Aboriginal & Torres Strait Islander Community Engagement & Cultural Advisor, General Manager Strategy & Innovation, Head of People & Culture, Head of Operations, Manager Diversity & Inclusion.

General Manager Corporate Services, Quality Team.

Head of Practice, General Manager Client Services.

FOCUS AREA: COLLABORATION

ACTION 9 (cont.)	DELIVERABLE
<p>Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our RAQ.</p>	<p>Review clinical supervision of Aboriginal & Torres Strait Islander staff to include development and inclusion of national best practice benchmarks for clinical and cultural supervision of Aboriginal & Torres Strait Islander staff.</p> <p>Develop a plan and resource and implement the employment of an Aboriginal & Torres Strait Islander Clinical Supervisor. Report quarterly.</p> <p>Develop policy and procedures to support and enhance annual cultural fitness - capability training for Supervisors - Line Managers of Aboriginal & Torres Strait Islander staff according to national best practice benchmarks for supervision and cultural mentoring. Review annually.</p> <p>Consolidate and develop a plan to strategically partner with Tertiary Education Institutions with proven commitment to Aboriginal & Torres Strait Islander Communities across RAQ's service regions and other relevant Universities to develop effective study and career pathways for Aboriginal & Torres Strait Islander staff. Review annually.</p> <p>Annually Review and update RAQ Employment Policy to more effectively attract, recruit and retain Aboriginal & Torres Strait Islander staff and other culturally competent staff to enhance RAQ cultural capability to work more effectively with and deliver services that are more suited to the needs of Aboriginal & Torres Strait Islander communities.</p> <p>Develop Implement and annually review Aboriginal & Torres Strait Islander Workforce Policy & Annually Set Employment Targets to Increase percentage of fulltime Aboriginal & Torres Strait Islander Workforce.</p>

TIMELINE

2018 Jul - Nov
2019, 2020 Feb - Nov

2018 Jul, Oct
2019, 2020 Jan, Apr, Jul, Oct

2018, 2019, 2020 Aug

2018, 2019, 2020 Jul

2018, 2019, 2020 Sep

2018, 2019, 2020 Jul

RESPONSIBILITY

CEO, Lead Aboriginal & Torres Strait Islander Community Engagement & Cultural Advisor, General Manager Strategy & Innovation, Head of People & Culture, Head of Operations, Manager Diversity & Inclusion.

General Manager Corporate Services, Quality Team.

Head of Practice, General Manager Client Services.

FOCUS AREA: COLLABORATION

ACTION 9 (cont.)

Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our RAQ.

DELIVERABLE

Develop a plan to re-establish Aboriginal & Torres Strait Islander Staff Units within strategic RAQ service regions to support the wellbeing of staff, strategic promotion and outreach of RAQ services to Aboriginal & Torres Strait Islander communities within service regions. Report quarterly.

Introduce Cultural Fit screening & Interview skills for all staff involved in the screening and selection process and review quarterly.

Include Aboriginal & Torres Strait Islander People in the selection and interview processes across all RAQ venues. Review quarterly.

Employment Targets for 2018 – 2020 increase by 50% over next 2 years across functions and levels of RAQ workforce.

Employ an Aboriginal or Torres Strait Islander Clinical Supervisor within the 2018 – 2019 period. Review quarterly.

Annually review, modify and implement the RAQ Aboriginal & Torres Strait Islander Staff Quarterly Forum Program in conjunction with Aboriginal & Torres Strait Islander staff.

RAQ Hosts Quarterly Aboriginal & Torres Strait Islander Staff Forum to provide a forum for communication with Senior Management, RAQ RAP IWG and other relevant staff, sector peers and professional development and Wellbeing Support.

RAQRAP IWG, RAP Champions & Line Managers update and refer all new Aboriginal & Torres Strait Islander staff to the Lead Aboriginal & Torres Strait Islander Community Engagement & Cultural Advisor upon appointment. Report quarterly.

TIMELINE

PLAN: 2018 Sep - Oct
REPORT: 2019, 2020
Jan, Apr, Jul, Oct

2018 Jul, Oct
2019, 2020 Mar, Jun, Sep

2018 Aug, Nov
2019, 2020 Mar, Jun, Sep

2018 Aug, Nov
2019, 2020 Mar, Jun, Sep

2018 Aug, Nov
2019, 2020 Mar, Jun, Sep

2018 Aug, Nov
2019, 2020 Mar, Jun, Sep

2018 Aug, Nov
2019, 2020 Mar, Jun, Sep

2018 Aug, Nov
2019, 2020 Mar, Jun, Sep

RESPONSIBILITY

CEO, Lead Aboriginal & Torres Strait Islander Community Engagement & Cultural Advisor, General Manager Strategy & Innovation, Head of People & Culture, Head of Operations, Manager Diversity & Inclusion.

General Manager Corporate Services, Quality Team.

Head of Practice, General Manager Client Services.

FOCUS AREA: COLLABORATION

ACTION 9 (cont.)	DELIVERABLE
<p>Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our RAQ.</p>	<p>Lead Aboriginal & Torres Strait Islander Community Engagement & Cultural Advisor links all new Aboriginal & Torres Strait Islander staff to the RAQ & National RAIN Aboriginal & Torres Strait Islander Staff Networks and to Manager Diversity & Inclusion, and provides a Welcome Communication, Welcome Pack, which includes RAQRAP and other relevant information. Report quarterly.</p> <p>RAQ People & Culture develops and introduces Job Advertisement - Recruitment policy - advertisement of all vacancies use of Aboriginal and Torres Strait Islander media such as Indigenous Radio, Indigenous Email Networks, Koori Mail and with Indigenous Employment Services and Universities with Indigenous Student Support Units. Report quarterly.</p>
ACTION 10	DELIVERABLE
<p>Investigate opportunities to increase supplier diversity within RAQ.</p>	<p>Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses to include in procurement of goods and services. Update and Report Annually.</p> <p>Review annually RAQ procurement policies and address barriers to engagement of Aboriginal and Torres Strait Islander businesses.</p> <p>Become a member of the Australian Employment Covenant (AEC) to support First Australian businesses and invest in their development, as well as build professional capacity of Aboriginal & Torres Strait Islander employers and their employees. Review and report annually.</p> <p>Investigate becoming a member of AIMSC and follow through with membership process within next quarter. Report findings by Sep 2018.</p>

TIMELINE

2018 Aug, Nov
2019, 2020 Feb, May, Aug, Nov

2018 Aug, Nov
2019, 2020 Feb, May, Aug, Nov

RESPONSIBILITY

CEO, Lead Aboriginal & Torres Strait Islander Community Engagement & Cultural Advisor, General Manager Strategy & Innovation, Head of People & Culture, Head of Operations, Manager Diversity & Inclusion.

General Manager Corporate Services, Quality Team.

Head of Practice, General Manager Client Services.

TIMELINE

2018, 2019, 2020 Aug

2018, 2019, 2020 Sep

2018, 2019, 2020 Aug - Sep

2018 Aug - Sep

RESPONSIBILITY

Lead Aboriginal & Torres Strait Islander Community Engagement & Cultural Advisor, General Manager Corporate Services.

FOCUS AREA: COLLABORATION

ACTION 10 (cont.)	DELIVERABLE
<p>Investigate opportunities to increase supplier diversity within RAQ.</p>	<p>Develop and implement a plan to sponsor an annual event in partnership with the South East Queensland Indigenous Chamber of Commerce and other partners: USC, QUT Business faculties. Review and report annually.</p> <p>Develop a plan for RAQ to promote business opportunities available to Aboriginal and Torres Strait Islander businesses within Community Sector and through RAQ networks. Review and report annually.</p> <p>Review and modify annually RAQ procurement strategy, policy and processes so that Aboriginal and Torres Strait Islander supplier diversity principles can be incorporated into RAQ procurement strategy.</p> <p>RAQ develops at least one commercial relationship with an Aboriginal or Torres Strait Islander business annually that focuses on research with and for Aboriginal and Torres Strait Islander peoples and communities. Review and report annually.</p> <p>Investigate the opportunity to develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander business focusing on marketing and communication in Brisbane and at least one in regional Queensland. Review and report annually.</p>

TIMELINE

2018, 2019, 2020 Aug

2018, 2019, 2020 Aug

2018, 2019, 2020 Aug

2018, 2019, 2020 Aug

2018, 2019, 2020 Aug

RESPONSIBILITY

Lead Aboriginal & Torres Strait Islander Community Engagement & Cultural Advisor, General Manager Corporate Services.

Governance, tracking & reporting

ACTION 11

Report RAP achievements, challenges and learnings to Reconciliation Australia.

DELIVERABLE

Required:

Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.

Investigate participating in the RAP Barometer.

Gather RAQRAP data from bi monthly venue reports, IWG, and Head Office for annual reporting to Reconciliation Australia.

RAQRAP IWG & Lead Aboriginal & Torres Strait Islander Community Engagement & Cultural Advisor is effectively resourced with administrative support to meet all targets.

ACTION 12

Report RAP achievements, challenges and learnings internally and externally to RAQRAP IWG and RAQRAP Advisory committee.

DELIVERABLE

Publically report our RAP achievements, challenges and learnings.

RAQRAP IWG provides quarterly reports to RAQ RAP Advisory Body for advice and strategic input into RAP activities.

Develop and implement a plan to identify and source administration support for RAQRAP IWG and RAQ RAP Advisory Committee. Review and Report quarterly

Develop and publish a communication strategy to ensure all Managers prepare and provide bimonthly reports to RAQ IWG for advice and strategic input into local RAP activities. Report and Review quarterly.

TIMELINE

2018, 2019, 2020 Sep

2018, 2019, 2020 Jul

2018 Jul - Sep

2019, 2020 Jan - Sep

2018, 2019, 2020 Jul - Dec

RESPONSIBILITY

CEO, Lead Aboriginal & Torres Strait Islander Community Engagement & Cultural Advisor, RAQRAP IWG.

TIMELINE

2018, 2019, 2020 Sep

2018 Jul, Oct

2019, 2020 Jan, Apr, Jul, Oct

2018 Jul, Oct

2019, 2020 Jan, Apr, Jul, Oct

2018 Jul, Oct

2019, 2020 Jan, Apr, Jul, Oct

RESPONSIBILITY

CEO, Lead Aboriginal & Torres Strait Islander Community Engagement & Cultural Advisor, Head of Operations Regional Managers, RAQRAP IWG.

ACTION 13

Review, refresh and update RAP

DELIVERABLE

Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.

Send draft RAP to Reconciliation Australia for review and feedback.

Submit draft RAP to Reconciliation Australia for formal endorsement.

Review, update and refresh RAQ RAP based on learnings, achievements and challenges from previous RAP and submit to Reconciliation Australia for review annually.

TIMELINE

2020 Feb - Mar

2020 Mar

2020 Mar

2020 May - Jun

RESPONSIBILITY

CEO, Lead Aboriginal & Torres Strait Islander Community Engagement & Cultural Advisor, General Manager Corporate Services.

Quality Team, RAQRAP IWG

