



RECONCILIATION
ACTION PLAN

STRETCH

UnitingCare Queensland

Reconciliation Action Plan

2017-2020



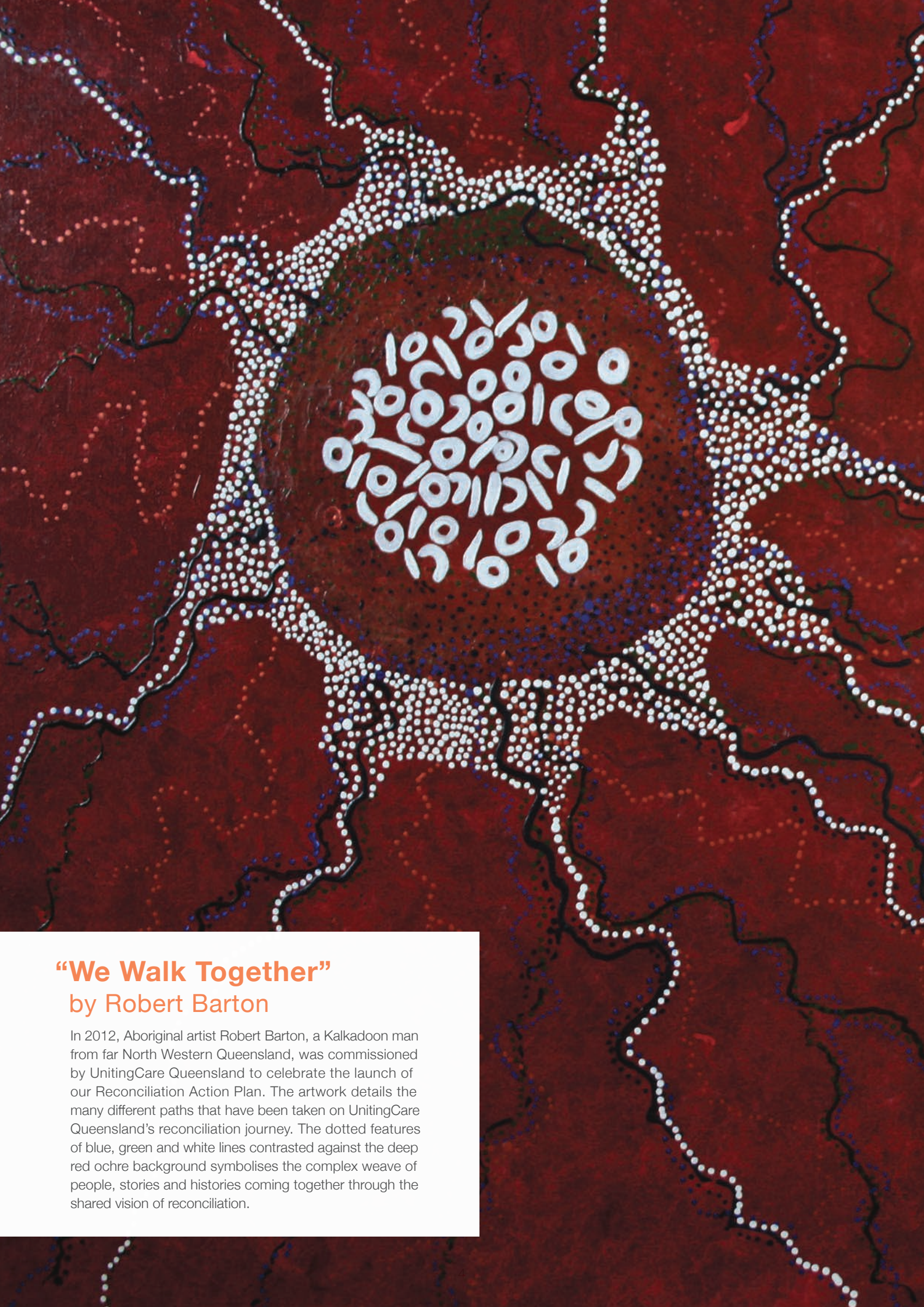


Acknowledgement of Country

In the spirit of reconciliation, UnitingCare Queensland pays respect to Elders past, present and emerging and acknowledge the important role Aboriginal and Torres Strait Islander People play within the community

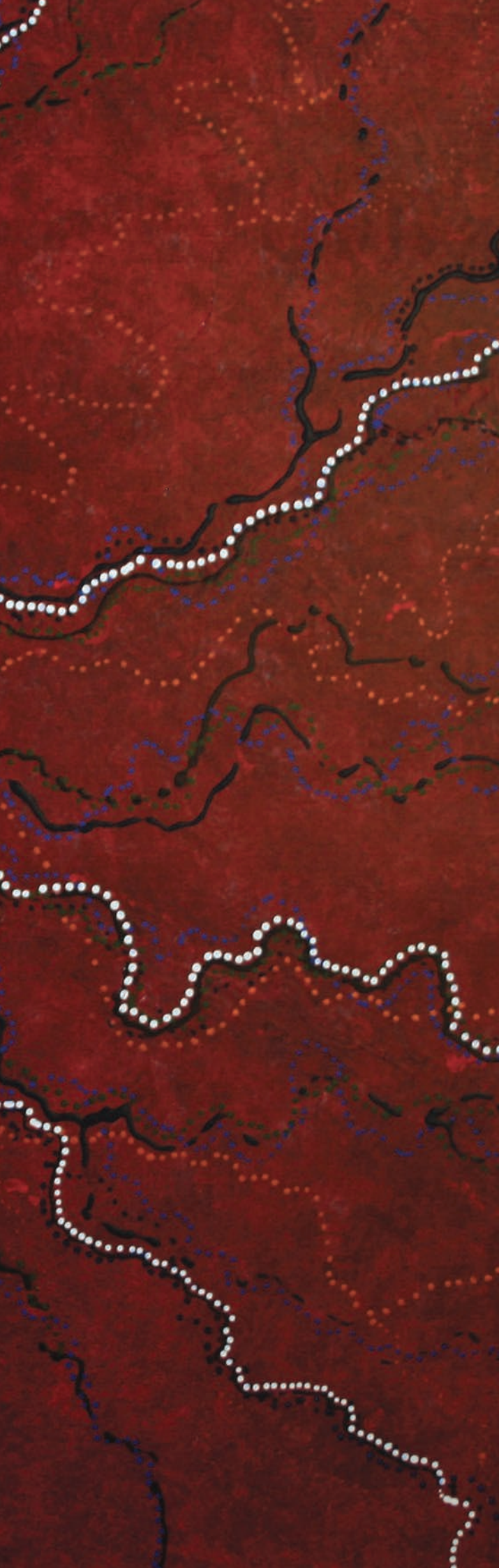
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“We Walk Together” by Robert Barton

In 2012, Aboriginal artist Robert Barton, a Kalkadoon man from far North Western Queensland, was commissioned by UnitingCare Queensland to celebrate the launch of our Reconciliation Action Plan. The artwork details the many different paths that have been taken on UnitingCare Queensland’s reconciliation journey. The dotted features of blue, green and white lines contrasted against the deep red ochre background symbolises the complex weave of people, stories and histories coming together through the shared vision of reconciliation.



Terminology

Throughout the Reconciliation Action Plan (RAP), the term 'Aboriginal and Torres Strait Islander Peoples' is used as the primary term with the occasionally used term 'First Nation Peoples'. For the purpose of this document both terms refer to Indigenous Australians, Murri, Koori, country, kinship, mobs, group names and other preferred identities. We acknowledge that no one term is preferred by everyone in the wider community.

Preamble

Human rights should be the foundation of everything we do. The treatment of Aboriginal and Torres Strait Islander Peoples throughout Australia's history has not respected even the most basic human rights.

While we work to affirm the rights and dignity of all people, UnitingCare Queensland as an organisation, and its employees, need to be proactive in thoughts and actions to help repair the harm caused to many generations of Aboriginal and Torres Strait Islander Peoples through past injustices, government policies and social attitudes.

In doing this, UnitingCare Queensland recognises the overarching importance of the 'United Nations Declaration on the Rights of Indigenous Peoples' adopted by Australia as a nation on 13 September 2007. The inherent principle within the declaration is that Indigenous peoples are equal to all other peoples, whilst simultaneously recognising their right as First Nation Peoples who have a unique relationship with country, to be encouraged to grow and strengthen that cultural identity, free from discrimination of any kind.

These sentiments are also reflected within the Uniting Church in Australia's Covenant (1994). This is a mutual commitment entered into between the national body of the Uniting Church and the national Indigenous body of the Uniting Church (known as the Uniting Aboriginal and Islander Christian Congress) to support each other and journey together. The Covenant reflects on the wrongs of the past and the Uniting Church's commitment towards empowerment, truth, justice and moral leadership. It is a covenant to walk together in reconciliation - to right the wrongs of the past and to look forward to our future together. It is these principles that form the foundation of the UnitingCare Queensland Reconciliation Action Plan 2017-2020.

This document is intended to be read in the spirit of a truthful recognition of our history that will inform a vision of a shared, equitable and respectful future and the acceptance that the responsibility for creating that future rests within every individual in the present.



A message from our CEO


I would like to acknowledge the Traditional Custodians of this land and pay my respects to all Elders, past, present and future, for they hold the memories, traditions, culture and hopes of Aboriginal and Torres Strait Islander Peoples around the world.

This year we celebrate 50 years since the 1967 referendum which amended section 51 and section 127 of Australia's Constitution to include Aboriginal people in the census and allow the Federal Government to change and introduce a number of laws that applied to Aboriginal and Torres Strait Islander Peoples, helping to address vast inequalities and race-based discrimination.

We also celebrate 25 years since the Mabo decision in the High Court of Australia which recognised the land rights of the Meriam people, Traditional Owners of the Murray Islands, serving as a watershed moment for the Indigenous land rights agenda in Australia.

With the celebration of these important national milestones as a backdrop, I proudly present this document, *UnitingCare Queensland's third Reconciliation Action Plan*.

As a provider of health and community services and an employer of Aboriginal and Torres Strait Islander Peoples, I am very pleased with the progress we have achieved together so far, delivering on our commitments to Reconciliation Australia; to create safe and welcoming environments for Aboriginal and Torres Strait Islander Peoples within the communities we serve.



“With the celebration of these important national milestones as a backdrop, I proudly present this document, UnitingCare Queensland’s third Reconciliation Action Plan.”

Our work within our Blue Care services continues to be recognised for service quality among Aboriginal and Torres Strait Islander Peoples. Ny-Ku Byun, an aged care facility in Cherbourg, home to 24 residents and workplace to 25 employees, joined Blue Care in January 2016 following a request by the Department of Health. This builds upon the support our Child and Family Services team already provide in Cherbourg through the Mudjimba Women’s Safe House.

From an employment perspective, sharing the stories of our combined cultural journey remains vital, for this unlocks the potential for us to learn and appreciate the richness we each bring to UnitingCare Queensland. Our Reconciliation Awards in 2016 shared and recognised employees and teams who embrace excellence in reconciliation with passion. Our Drug and Alcohol Rehabilitation Services in Cairns were proudly recognised for their support of people on courageous life-changing journeys.

We are thankful for the trust that Aboriginal and Torres Strait Islander service providers and community groups have in us. The strong relationship bonds we are building make us better informed and guide us in creating services that offer hope and healing in the lives of Aboriginal and Torres Strait Islander People.

The spirit with which we work together will bring to life this latest Reconciliation Action Plan.

Anne Cross
Chief Executive Officer
UnitingCare Queensland

Our Vision for Reconciliation

To be culturally responsible and committed to social justice for Aboriginal and Torres Strait Islander People.

We will be unified, positive and healthy.

This vision for reconciliation aligns with the mission of UnitingCare Queensland:

UnitingCare Queensland claims its place in the mission of God through its health and community services, research, advocacy and community development.

As part of the Uniting Church, the mission of UnitingCare Queensland is to improve the health and wellbeing of individuals, families and communities as we: reach out to people in need; speak out for fairness and justice; care with compassion, innovation and wisdom.

Blue Care, Child and Family Services, and UnitingCare Health are vital expressions of this mission.

NB: The use of the word 'healthy' in our vision comes from the World Health Organisation definition as 'a state of complete physical, mental, and social wellbeing and not merely the absence of disease or infirmity.'





Our Work

UnitingCare Queensland works with Aboriginal and Torres Strait Islander Peoples across Queensland through our services; Blue Care, Child and Family Services, UnitingCare Health and ARRCs (Australian Regional and Remote Community Services) in the Northern Territory

UnitingCare Queensland provides health and community services as part of the Uniting Church. We work to deliver quality outcomes, providing person-centred care and services that enable our clients and patients to live the best possible lives whatever their circumstances.

On any given day, this can be a patient having palliative care in hospital, a client moving from home to residential aged care, a young person living in foster care – away from their natural family – or a person with a disability who is living independently.

Our annual revenue is in excess of \$1.5 billion and we are continually investing in new and improved facilities as well as the latest clinical technology to ensure we can continue to offer our patients, clients and residents the best quality care.

Our 17,400 employees - including 282 Aboriginal and Torres Strait Islander employees and 9,200 volunteers support many thousands of people every day throughout Queensland and in the Northern Territory.

We participate in the UnitingCare Australia network, contributing at a national level to social policy development and advocacy.

UnitingCare Queensland has more than 460 locations. Our people travel thousands of kilometres each year to reach out and care for people in some of the more remote areas of Queensland – from Thursday Island in the far north, to the Queensland border, out west, as far as Mt Isa and Charleville – and to some of the most remote regions of the Northern Territory.

Every day UnitingCare Queensland strives to provide the care and service that enables people to live the best life possible, whatever their circumstances, wherever they live and whichever service they use

Blue Care

- Generalist and specialist nursing services
- Residential aged care services
- Allied health services
- Personal care, social support and domestic assistance to people in their own homes
- Respite care
- Retirement living
- Disability services
- Pastoral care and counselling
- Drug and alcohol programs

Child and Family Services

- Lifeline (suicide prevention, telephone counselling, shops and community recovery)
- Child care
- Family support
- Child protection
- Counseling (including financial counseling)
- Crisis support
- Disability support
- Prison ministry

UnitingCare Health

- The Wesley Hospital
- St Andrew's War Memorial Hospital
- St Stephen's Hospital, Hervey Bay
- The Sunshine Coast Private Hospital at Buderim

Australia Regional and Remote Community Services (ARRCS)

We also deliver services via ARRCS who are in the process of developing their first RAP;

- Allied Health services
- Day therapy centres
- Dementia Behaviour Management Advisory service
- Disability services
- Domestic assistance
- In-Home care packages
- Personal care
- Residential aged care
- Respite care

Our Values

UnitingCare Queensland believes the following values are fundamental to the work we do



Compassion
Through our understanding and empathy for others we bring holistic care, hope and inspiration



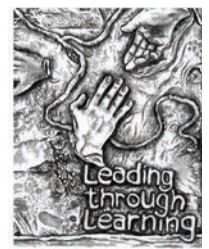
Respect
We accept and honour diversity, uniqueness and the contribution of others



Justice
We commit to focusing on the needs of the people we serve and to work for a fair, just and sustainable society



Working together
We value and appreciate the richness of individual contributions, partnerships and teamwork



Leading through learning
Our culture encourages innovation and supports learning



The core values guiding this Reconciliation Action Plan are:

Self-determination

It is essential for Aboriginal and Torres Strait Islander Peoples to decide how best to move into the future

Equality

Aboriginal and Torres Strait Islander Peoples should be heard and influential within the workplace

Relationships

Healthy relationships are central to building cooperative partnerships based on trust and respect

Respect

Aboriginal and Torres Strait Islander Peoples are Australia's First Nation Peoples. To have this reality acknowledged and accepted is at the heart of respect



UnitingCare Queensland RAPs are a long term commitment to raising awareness and change within our organisation, making our services culturally safe and accessible for Aboriginal and Torres Strait Islander Peoples

UnitingCare Queensland knows that ensuring respect for cultural connectedness for the people who use our services, our employees and all Aboriginal and Torres Strait Islander Peoples, is vital. This is why we have given a public commitment to honouring this goal through our Reconciliation Action Plans (RAPs).

UnitingCare Queensland RAPs are a long term strategic approach to facilitate awareness and change within our organisation. Our RAPs have helped to make our services culturally safe and accessible for Aboriginal and Torres Strait Islander Peoples, and have contributed to building enduring partnerships both with our Indigenous employees and at a local community level with Elders and community members.

In 2011, UnitingCare Queensland commenced discussions around the organisation's commitment to reconciliation. This marked the beginning of our journey; it was on 9 February 2012 that we launched our first RAP. As the primary driver in implementing the RAP, the Advisory Group on Reconciliation (AGR) was established. This group involves employees from across the organisation; predominantly Aboriginal and Torres Strait Islander people.

UnitingCare Queensland's first 'Reflect' RAP 2012-2013 focused on building our foundation for reconciliation, improving our cultural knowledge of employees at all levels of the organisation and demonstrating respect through adopting cultural protocols which recognise Aboriginal and Torres Strait Islander Peoples' unique culture and customs.

Significant achievements as a result of our first RAP initiatives included:

- Implementing cultural awareness training and induction for new employees
- Adopting cultural protocols for conducting Acknowledgements and Welcome to Country for all informal and formal events
- Conducting executives and employee visits to Country
- Supporting employees to attend and participate in NAIDOC week activities
- Developing a cultural capability checklist to implement practical steps required to advance reconciliation within our organisation, and in doing so, building better relationships between Aboriginal and Torres Strait Islander Peoples and non-Indigenous employees, volunteers and clients
- Ensuring marketing materials are inclusive of Aboriginal and Torres Strait Islander Peoples

In June 2013, the AGR commenced work towards developing the 'Innovate' RAP II 2014-2017; it was launched in July 2014. Actions included in RAP II were a result of discussions and ideas from employees across our service groups.

UnitingCare Queensland's 'Innovate' RAP II 2014-2017 further developed the work implemented from the first RAP, including; introducing new approaches to building relationships, showing respect and improving opportunities.

Significant achievements as a result of RAP II initiatives included:

- Launch of the CEO Reconciliation Awards
- Continued awareness building with the development of the reconciliation page on the UnitingCare Queensland Intranet
- Launch of our Indigenous Workforce Strategy
- A cultural appreciation training package
- Implementation of the cultural capability checklist across services
- Identification of Indigenous business opportunities within procurement

UnitingCare Queensland now continues its journey towards reconciliation with the development of our third RAP and the implementation of the Aboriginal and Torres Strait Islander Strategy and Partnerships Team to champion reconciliation within the organisation. In October 2016, UnitingCare Queensland extended an invitation across the organisation to participate in the development of its RAP III 2017-2020. Reconciliation Australia facilitated the 'RAP Development Workshop' which comprised equal representation of Aboriginal and Torres Strait Islander Peoples and non-Indigenous employees. This provided the platform for organisational involvement in strengthening work already implemented through previous UnitingCare Queensland's RAPs.

Our reconciliation journey has resulted in many achievements so far and we look forward to this continuing as we move forward into our RAP III, which includes an increased focus on our strategic vision for reconciliation and commitment to specific targets in 2017 and beyond.



Our Advisory Group on Reconciliation

The progress of the 2017 – 2020 Stretch RAP will be undertaken by an internal AGR comprised of Group Executives with portfolios covering training, recruitment, service delivery, financial management and employees with dedicated cultural and project roles. The AGR reflects a majority of Aboriginal and Torres Strait Islander Peoples.

Stretch RAP Advisory Group on Reconciliation

Group Executive, Customer Services

Group Executive, People and Culture

Group Executive, Child and Family Services

General Manager, Blue Care Indigenous Services

Manager, Aboriginal and Torres Strait Islander Strategy and Partnerships Team

Project Lead, Aboriginal and Torres Strait Islander Engagement – Child and Family Services

Services Improvement Manager – UnitingCare Health

Head of Customer Experience and Analytics

Organisational Development Manager, Diversity & Performance

People and Culture Business Partner – Regional and Remote Services

Reconciliation Action Plan Project Officer

Cultural Appreciation Project Officer

Indigenous Liaison Officer – UnitingCare Health

Therapeutic Advisor – Child and Family Services



CEO Reconciliation Awards

Every year, National Reconciliation Week celebrates, recognises and builds on the respectful relationships shared by Aboriginal and Torres Strait Islander People and other Australians.

As an organisation with a longstanding and firmly cemented commitment to reconciliation, it is fitting that we celebrate and recognise some of our initiatives and services whose ongoing work and dedication takes us further on our journey to reconciliation.

As part of National Reconciliation Week celebrations, UnitingCare Queensland acknowledged individuals and teams who had established initiatives or practices demonstrating excellence in reconciliation through its CEO Reconciliation Awards.

At a special event held in Brisbane on Tuesday 30 May 2017, CEO Anne Cross announced Nancy Collins, Aboriginal and Torres Strait Islander Care Coordinator for Blue Care Brisbane North Integrated Service, as the winner for the 2017 CEO Reconciliation Awards. The event also celebrated the work by each of our finalists (individuals and teams) who have contributed to our reconciliation journey.

Nancy was recognised for her work with The Gathering Program; an initiative providing choice and opportunity for Aboriginal and Torres Strait Islander People to meet up as social members at Sandgate and Rangeview Day Respite Centres in Brisbane.

Natasha Nagas, Lesa Stagg and Susan Tobane from Community and School Engagement Program (CaSE) team were highly commended for the outstanding work they accomplish in schools. Since the program's inception in 2015, many opportunities have developed including enhanced cultural capabilities and group consultations on a range of topics. It has also led to many deep and lasting friendships and connections.

Each year during National Reconciliation Week we will continue to celebrate the outstanding achievements of individuals and teams for their contribution to Aboriginal and Torres Strait Islander communities.

Ultimately, reconciliation is about building mutual respect, equality and positive relationships within the Australian community. The UnitingCare Queensland CEO Reconciliation Awards recognise that reconciliation should be a priority for us all to work together to close the gap in life expectancy, employment and opportunity.



Relationships

Healthy relationships in UnitingCare Queensland between Aboriginal and Torres Strait Islander Peoples and other Australians are vital and essential to reconciliation

Relationships that thrive within the organisation and through the work of all UnitingCare Queensland services demonstrate respect, trust, connection and practical understanding of how people work together. Good relationships help us to deliver our quality services with compassion and to provide a voice for a fair and just society.

Action	Accountability	Target	Timeline	Responsibility
1. Raise internal and external awareness of our RAP to promote reconciliation across the organisation and sector	Group Executive, Customer Services	Develop and implement a strategy to communicate our RAP to all internal and external stakeholders	March 2018	Communication Subcommittee
		Develop and implement a reconciliation communication strategy to maintain priority and visibility across the organisation from the executive to frontline employees and publicly	September 2017	Communication Subcommittee
		Continuous improvement of RAP resources i.e. cultural protocols, recruitment guide and cultural calendar	September 2018-2020	Aboriginal and Torres Strait Islander Strategy and Partnerships Team
		Develop an engagement strategy to work with Aboriginal and Torres Strait Islander stakeholders	March 2018	Aboriginal and Torres Strait Islander Strategy and Partnerships Team
	Group Executive, People and Culture	Include RAP delivery key performance indicators (KPIs) in all employee performance plans	September 2018	People and Culture Subcommittee
2. Continued governance by the AGR	RAP Executive Sponsor	Oversee the development, endorsement and launch of UnitingCare Queensland Stretch RAP III 2017-2020	September 2017	Chair, AGR
		Meet four times per year (quarterly) to receive reports from service streams and RAP Sub Committees	Mar, Jun, Sep, Dec, 2018-2020	Chair, AGR

Action	Accountability	Target	Timeline	Responsibility
		Continue to ensure there are Aboriginal and Torres Strait Islander People represented on the AGR	September 2017	Chair, AGR
		Continued executive sponsorship throughout the life of the RAP	September 2018-2020	Chair, AGR
		Review and update the AGR terms of reference and review of memberships	September 2017	Chair, AGR
		Continue to publish AGR minutes and RAP products on intranet sites	Mar, Jun, Sep, Dec, 2018-2020	Chair, AGR
3. Celebrate National Reconciliation Week (NRW)	Group Executive, Customer Services	Register all National Reconciliation Week events via Reconciliation Australia's NRW Website	27 May – 3 June 2018-2020	Aboriginal and Torres Strait Islander Strategy and Partnerships Team
		Ensure the AGR participates in one external NRW event each year	27 May – 3 June 2018-2020	Chair, AGR
		Host the UnitingCare Queensland CEO Reconciliation awards annually. Identify high quality projects and initiatives for nomination and share achievements across the organisation	27 May - 3 June 2018-2020	Communication Subcommittee
		Organise a major UnitingCare Queensland event to celebrate National Reconciliation Week, engaging internal and external stakeholders	27 May - 3 June 2018-2020	Communication Subcommittee
		Submit a Queensland Government Reconciliation Award nomination that promotes UnitingCare Queensland's commitment to reconciliation and consider opportunities for UnitingCare Queensland to participate in the Awards evening, including via sponsorship	27 May - 3 June 2018-2020	Chair, AGR
	Group Executive, People and Culture	Senior Leadership Team celebrate National Reconciliation Week every year by either hosting or participating in public and community celebrations	27 May - 3 June 2018-2020	Senior Leadership Team
4. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders	Group Executive, Regional & Remote Services	Develop and implement an Aboriginal and Torres Strait Islander Partnership Framework to define UnitingCare Queensland's relationships with Indigenous peoples and communities	December 2018-2020	Aboriginal and Torres Strait Islander Strategy and Partnerships Team
		Communicate the effectiveness of the Aboriginal and Torres Strait Islander Partnership Framework using implementation case studies	December 2018-2020	Aboriginal and Torres Strait Islander Strategy and Partnerships Team

Relationships

Action	Accountability	Target	Timeline	Responsibility
		Explore and plan the opportunities to transition services back to Aboriginal and Torres Strait Islander community managed organisations	September 2018-2020	General Manager, Indigenous Services
		Meet with two Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement	June 2018-2020	Aboriginal and Torres Strait Islander Strategy and Partnerships Team
		Establish two formal two way partnerships to build capacity in Aboriginal and Torres Strait Islander organisations and communities relevant to our sphere of influence	June 2018-2020	Aboriginal and Torres Strait Islander Strategy and Partnerships Team
5. Work towards Closing the Gap with an increased focus on fundraising	Group Executive, Customer Services	Develop an organisational fundraising strategy to benefit Aboriginal and Torres Strait Islander people	June 2018	Communication Subcommittee
		Identify direct fundraising and grant opportunities that benefit Aboriginal and Torres Strait Islander people and communities	September 2018-2020	Communication Subcommittee
6. Create an employee network that recognises and respects the value and knowledge Aboriginal and Torres Strait Islander People bring to UnitingCare Queensland's work and successes	RAP Executive Sponsor	Develop an annual UnitingCare Queensland Aboriginal and Torres Strait Islander forum	September 2018	Aboriginal and Torres Strait Islander Strategy and Partnerships Team
		Pilot an Aboriginal and Torres Strait Islander forum within the South East Queensland region	March 2019	Aboriginal and Torres Strait Islander Strategy and Partnerships Team
7. Explore the development of an Indigenous online collaboration space that supports UnitingCare Queensland with RAP delivery	Group Executive, Customer Services	Scope and report on technology options that support organisation wide set up	March 2018	Aboriginal and Torres Strait Islander Strategy and Partnerships Team
		Develop an online portal available across the organisation	March 2019	Digital Technology Team



The Sunshine Coast Private Hospital at Buderim

The Sunshine Coast Private Hospital at Buderim encountered a crossroad at a key stage in our journey towards implementing the RAP II; it needed significant involvement from local Aboriginal and Torres Strait Islander Peoples to move forward.

Through discussions with other UnitingCare Health advocates and coordinators for the RAP, it was identified many of the items in the Cultural Capability Checklist (CCC) required input, and advice from our local community for the RAP to have place of purpose and significance within the organisation and for the Aboriginal and Torres Strait Islander community of the Sunshine Coast and beyond.

For The Sunshine Coast Private Hospital at Buderim to embed the principles of the RAP II and to make it real and workable, we needed to engage with and encourage our local community to assist us and be part of this journey together.

In February 2015 the hospital recognised the need to establish a committee specifically tasked to provide information and direction to the hospital on matters related to employment opportunities and engagement strategies in working with our local First Nation Peoples.

The committee was formally named the Reconciliation Advisory Committee (RAC) with meetings held quarterly. The main purpose of the committee is to bring together

both internal and external knowledge so that more informed recommendations can be passed onto the hospital executive to support the decision making process.

These recommendations have included ways to better connect through Indigenous events like NAIDOC, Close the Gap Day and National Reconciliation Week. Other benefits for the hospital resulting from our commitment to our First Nation Peoples include representation by Aboriginal Elders; Uncle Bill Buchanan on the Hospital's Carers and Consumers Committee; and Aunty Betty McMahon (local community Elder) who are well respected throughout the hospital and has been instrumental in the hospital gaining respect from Aboriginal and Torres Strait Islander Peoples. Aunty Betty and Uncle Bill's connection and commitment to building a better future together with the hospital are critical aspects of the relationship we continue to develop and respect.



UnitingCare Queensland recognises Aboriginal and Torres Strait Islander Peoples as Australia’s First Nation Peoples. To have this reality acknowledged and accepted is at the heart of respect

UnitingCare Queensland will demonstrate listening and respect for Aboriginal and Torres Strait Islander Peoples, their beliefs and values through a commitment to self-determination and learning about knowledge of culture, language and history.

Action	Accountability	Target	Timeline	Responsibility
8. Demonstrate respect for Aboriginal and Torres Strait Islander Peoples and communities by embedding cultural protocols as a part of the way our organisation functions	Group Executive, People and Culture	Continue to review, update and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country	March 2018	Aboriginal and Torres Strait Islander Strategy and Partnerships Team
		Invite a local Traditional Owner to provide a Welcome to Country, at one significant event each year, including the UnitingCare Queensland CEO Reconciliation event	July 2018	Communication Subcommittee
		Provide an Acknowledgment of Country at all events	September 2018-2020	All employees
		Include an Acknowledgement of Country at the commencement of internal meetings	September 2018-2020	All employees
		Maintain and review a list of key contacts for organising a Welcome to Country	March 2018	Aboriginal and Torres Strait Islander Strategy and Partnerships Team
		Create and display an Acknowledgment of Country plaque in 100% of our corporate offices	September 2018	Aboriginal and Torres Strait Islander Strategy and Partnerships Team
		Create and display an Acknowledgment of Country plaque in 100% of our UnitingCare Queensland services	June 2020	Service Managers
		Embed Aboriginal and Torres Strait Islander cultural protocols within a protocol document relevant to State and/or Territory	March 2018	Aboriginal and Torres Strait Islander Strategy and Partnerships Team

Action	Accountability	Target	Timeline	Responsibility
9. Develop and implement a Cultural Appreciation training strategy for employees	Group Executive, People and Culture	AGR and UCQ Executive Leadership Team (ELT) endorsed cultural appreciation training strategy	December 2017	Aboriginal and Torres Strait Islander Strategy and Partnerships Team
		Ensure all ELT members undertake cultural learning activities	December 2017	Aboriginal and Torres Strait Islander Strategy and Partnerships Team
		Define the cultural learning needs of employees in all areas of our business and consider various ways cultural learning can be provided	December 2017	Aboriginal and Torres Strait Islander Strategy and Partnerships Team
		Facilitate two workshops to engage employees in cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements	December 2018-2020	Aboriginal and Torres Strait Islander Strategy and Partnerships Team
		Engage Traditional Owners in workshop and cultural learning facilitation	September 2018-2020	Aboriginal and Torres Strait Islander Strategy and Partnerships Team
		Ensure all AGR members undertake cultural learning activities	September 2017	Aboriginal and Torres Strait Islander Strategy and Partnerships Team
		Promote Reconciliation Australia 'Share Our Pride' online tool as an additional resource for cultural learning on the UnitingCare Queensland Intranet site	September 2018-2020	Aboriginal and Torres Strait Islander Strategy and Partnerships Team
		Ensure 70% of UnitingCare Queensland employees complete/attend cultural appreciation training or workshops	June 2018 - 30% June 2019 - 50% June 2020 - 70%	Aboriginal and Torres Strait Islander Strategy and Partnerships Team
		Commit \$20,000 for corporate attendance at the Garma Festival	July 2018-2020	Aboriginal and Torres Strait Islander Strategy and Partnerships Team
		Executives attend the Garma Festival with nominated Aboriginal and Torres Strait Islander employees	July 2020	Executive Leadership Team

Respect

Action	Accountability	Target	Timeline	Responsibility
10. UnitingCare Queensland to actively observe and celebrate NAIDOC Week	Group Executive, Customer Services	Hold an internal or public NAIDOC Week event in consultation with Aboriginal and Torres Strait Islander Peoples	July 2018-2020	Communication Subcommittee
	Group Executive, People and Culture	Support all employees to participate in NAIDOC Week events in the local community	July 2018-2020	Communication Subcommittee
		Review HR policies and procedures to ensure there are no barriers to employees participating in NAIDOC Week	July 2018-2020	People and Culture Subcommittee
11. Ensure UnitingCare Queensland's services are culturally appropriate and accessible	RAP Executive Sponsor	Progressively implement the Cultural Competence Checklist across UnitingCare Queensland to monitor and improve our capability and make our services more culturally appropriate	December 2018-2020	Aboriginal and Torres Strait Islander Strategy and Partnerships Team
		Develop and implement a reporting tool that captures relevant information from services to support the continuous improvement of cultural competence within UnitingCare Queensland	June 2018	Aboriginal and Torres Strait Islander Strategy and Partnerships Team
		Ensure 100% of services complete the Cultural Competence Checklist and progressively apply the instigated action plan	December 2020	Aboriginal and Torres Strait Islander Strategy and Partnerships Team



UCQ helping to reunite children with their families through the Newpin program

The 'New Parent Infant Network' (Newpin) service is the first Social Benefit Bond (SBB) to be contracted in Queensland. Newpin Queensland is an evidence-based, intensive, therapeutic program aimed at breaking the cycle of intergenerational child neglect and abuse. It involves working with families to reunite them with their children currently living in out-of-home care.

In Queensland, Aboriginal and Torres Strait Islander children are significantly overrepresented in the out-of-home care system. At the time of printing (2017) there are 8,812 children in out-of-home care in Queensland; 3,699 of these (42 per cent) are Indigenous. Earlier this year the Queensland Government announced UnitingCare Queensland had been approved to pilot the Newpin program in three centres in Queensland commencing from 2018.

Newpin Queensland will work with the local community to partner with families to improve positive parent-child relationships and create an environment where families can share experiences, develop their knowledge of parenthood and learn about strategies to keep children free from harm. Key program outcomes are the safe reunification of children in care to their families and preventing their re-entry into the out-of-home care system.

Newpin is an 18-month program that is designed to strengthen family engagement and enable children to return safely to their parent(s). It will be delivered by UnitingCare Queensland in three locations, with the first pilot commencing in Cairns in 2018. The centres will be attended by both the parent and the pre-school aged children at least twice weekly to undertake parenting modules, therapeutic group meetings, and child development activities. Approximately 200 parent(s) with approximately 560 children will be referred to the program over the course of five years.

Anne Cross, CEO UnitingCare Queensland commented:
“We are passionate about supporting people to be the best they can be – people from all walks of life, who live in many different locations. With statistics showing Aboriginal and Torres Strait Islander children are nine times more likely to be in out-of-home-care than non-Indigenous children, the time for change is now.”

“The Newpin Queensland program has the potential to deliver real change for children and their families, particularly Aboriginal and Torres Strait Islander children living apart from their parents. We will partner with local people and communities; empowering them to lead the development, implementation and delivery of key components of the program,” Ms Cross said.

Opportunities

All communities will benefit from an Aboriginal and Torres Strait Islander workforce comprised of people who are respected and supported to reach their potential

UnitingCare Queensland is committed to improving work opportunities and work environments for Aboriginal and Torres Strait Islander Peoples to enable them to fully participate within a culturally diverse workplace.

Action	Accountability	Target	Timeline	Responsibility
12. Increase employment opportunities across the organisation for Aboriginal and Torres Strait Islander Peoples	Group Executive, People and Culture	Engage with existing Aboriginal and Torres Strait Islander employees to consult on employment strategies, including professional development	September 2018-2020	People and Culture Subcommittee
		Establish an Indigenous position to build and maintain the Aboriginal and Torres Strait Islander workforce within UnitingCare Queensland	December 2017	People and Culture Subcommittee
		Develop and implement an Aboriginal and Torres Strait Islander workforce plan	December 2017	People and Culture Subcommittee
		Commit to employing 3.5% Aboriginal and Torres Strait Islander workforce by the end of this RAP	June 2020	People and Culture Subcommittee
		Implement a mentoring program across UnitingCare Queensland to ensure the succession, development and empowerment of Aboriginal and Torres Strait Islander People	May 2018	Aboriginal and Torres Strait Islander Strategy and Partnerships Team
		Advertise all Senior and Executive Leadership Team positions through Aboriginal and Torres Strait Islander media	December 2018-2020	People and Culture Subcommittee
		Review People and Culture policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace	December 2018-2020	People and Culture Subcommittee
		Tender an Aboriginal and Torres Strait Islander employment agency to be a provider of choice for employment contacts	June 2018	People and Culture Subcommittee
		Utilise different platforms to connect Aboriginal and Torres Strait Islander employees	December 2018-2020	Aboriginal and Torres Strait Islander Strategy and Partnerships Team

Action	Accountability	Target	Timeline	Responsibility
13. Identify advocacy opportunities to support positive measurable outcomes for Aboriginal and Torres Strait Islander communities	Group Executive, Customer Services	Identify opportunities that will have meaningful impact on public policy related to better health and wellbeing outcomes for Aboriginal and Torres Strait Islander communities	June 2018-2020	Head of Corporate Affairs
		Engage with at least one Aboriginal and Torres Strait Islander public initiative per year to explore sponsorship opportunities	June 2018-2020	Head of Fundraising
14. Provide more accessible and sustainable services for Aboriginal and Torres Strait Islander communities	Group Executive, Customer Services	Explore, understand and develop a unique identity for Blue Care Indigenous Services which captures the essence of the services and demonstrates strong embedded cultural leadership, engagement and respect	June 2018	General Manager, Indigenous Services
		Support the establishment of a strong identity for Indigenous Services through grass roots driven branding and marketing strategies	June 2018	General Manager, Indigenous Services
15. Contribute towards better education outcomes for Aboriginal and Torres Strait Islander Peoples	Group Executive, People and Culture	Develop and implement a scholarship program that supports training for Aboriginal and Torres Strait Islander People	June 2018	People and Culture Subcommittee
		Develop and implement an organisation-wide school-based traineeship program that supports training for Aboriginal and Torres Strait Islander People	June 2018	People and Culture Subcommittee
		Offer 10 graduate positions within UCQ to undertake a tailored program within the organisation	September 2018	People and Culture Subcommittee
16. Provide opportunities to incorporate Aboriginal and Torres Strait Islander businesses across UnitingCare Queensland	Chief Financial Officer	Develop at least one commercial relationship with an Aboriginal and Torres Strait Islander business	June 2018-2020	Procurement Subcommittee
		Develop and implement a Procurement Policy which supports UnitingCare Queensland's vision for reconciliation and encourages employees to explore opportunities to engage Aboriginal and Torres Strait Islander businesses	December 2017	Procurement Subcommittee
		Develop procedures to mandate the inclusion of Indigenous businesses and/or businesses with a RAP in all procurement activities	December 2017	Procurement Subcommittee
		Commit to yearly incremental growth or procurement related spend directly with Aboriginal and Torres Strait Islander businesses	June 2018 - \$1.225m June 2019 - \$2.450m June 2020 - \$3.675m	Procurement Subcommittee
		Encourage one supplier to join the RAP program and monitor our spend with suppliers already in the RAP program	June 2018-2020	Procurement Subcommittee
		Commit to hosting one Aboriginal and Torres Strait Islander business expo to showcase Indigenous business and identify potential procurement opportunities	December 2018-2020	Aboriginal and Torres Strait Islander Strategy and Partnerships Team
17. Ensure influential and strong Aboriginal and Torres Strait Islander leadership at all levels of the organisation	Group Executive, People and Culture	Develop platforms that responsibly and appropriately recruit Aboriginal and Torres Strait Islander representation at Executive and Board levels of the organisation	June 2020	Group Executive, People and Culture
		Identify key positions to successfully maintain Aboriginal and Torres Strait Islander leadership throughout the organisation	June 2020	Group Executive, People and Culture



Right Person - Right Position - Best Fit

In late 2015 the position of Case Manager at Staggpole Street Drug and Alcohol Rehabilitation Unit (SSDARU) became available; Zac, an Aboriginal man from Townsville, heard about the position through a community person and thought it was a Night Watchman job, similar to a role he had held at an Aboriginal hostel. "I did not know what a Case Manager did or how a rehab worked, but I did want to know, I was really interested" Zac said.

Joe Conway, Clinical Support Officer for Blue Care Indigenous Services (Service Manager at the time of this recruitment) said "I heard about Zac from a couple of different people from the community who said he would be a good candidate for work in a residential rehabilitation setting. Zac demonstrated his interest and enthusiasm by making enquiries and delivering his resume to the Townsville based service". Zac was shortlisted and subsequently interviewed for the role.


"After being offered an interview I was really looking forward to the challenge. When I see others in the community achieving, I bring the question back to myself of 'What can I do?' then I will start from scratch and build myself up with knowledge and understanding," Zac said.

Zac answered honestly and openly and spoke confidently of his life experience and also of his experience in helping others. Zac did not have any formal qualifications or work experience from within the field of the role. The position description also required a Cert IV qualification as a minimum.

"At the interview I just gave it my best shot, made the best impression I could with what I had. Not trying to claim I knew everything either. Waiting to hear whether or not I had been successful was very stressful. I turned down a few jobs including two good jobs I did have qualifications for hoping against hope that I would get this opportunity. The other roles would have been easy but I was ready for a new challenge. I did not just want to be comfortable in a job, I wanted to do this work and I wanted to challenge myself. During the interview process and subsequent waiting I found myself looking at and thinking about things in a new way. Added to this was the influence of watching my Mum and Dad helping people over the years. That was always in my family; to give someone a hand, or help someone out. That is a part of my life whether I am working or not," Zac said.

Following the interview process, Joe Conway, Clinical Support Officer for Blue Care Indigenous Services, engaged in some challenging discussions with the General Manager of Indigenous Services around why Zac should be considered a desirable candidate for the job. The service works within a very strong team environment and utilises collaborative decision making and professional and clinical supervision, so Zac was offered the position.

"When the offer came through I felt total relief. I had a really strong sense of wanting to make this a holistic change in my life; it was time to leave some stuff behind. I wanted to make sure I was on top of everything I needed to go into this role. I was nervous about how the Aboriginal community would see me. I wanted to step up but I was nervous of how they would judge me," Zac said.



Zac proved to be a valuable employee and became a prime candidate for the SSDARU professional development strategy. He threw himself into a Certificate IV in Mental Health, engaged in robust team discussions and began to integrate the long-term vision for the service along with the theoretical approaches. With his community knowledge he rapidly became an integral and productive team member in what was a very challenging role.

In March 2017, Zac graduated along with 12 of his colleagues with a Certificate IV in Mental Health (Alcohol and Other Drugs Pathways). Zac is now about to study a Graduate Certificate in Family Therapy delivered by The Bouverie Centre and La Trobe University. The future holds hope and possibility for both Zac and the SSDARU.

“Working in the team at the SSDARU, the way we talk through different points of view and come to an agreement, is something new for me. It has been a great learning experience,” said Zac.

“Sometimes I was conflicted between family and community expectations, as well as my professional work commitments, but I am learning that I can take on different roles and responsibilities and find a balance in my life.

“Graduating with the Cert IV makes me feel like I can have an impact and I can make a difference. I don’t think I would be as far along as I am without the support of the team at the SSDARU. I really feel like I am valued; that’s what keeps me strong.”

“Graduating with the Cert IV makes me feel like I can have an impact and I can make a difference. I don’t think I would be as far along as I am without the support of the team at SSDARU. I really feel like I am valued - that’s what keeps me strong.”



Tracking Progress and Reporting

Action	Target	Timeline	Responsibility
18. Report RAP progress, challenges and learnings to Reconciliation Australia as well as internally and externally	Complete and submit the RAP Impact Measurement Report to Reconciliation Australia	September 2018-2020	Aboriginal and Torres Strait Islander Strategy and Partnerships Team
	Complete and promote a UnitingCare Queensland RAP Annual Report	September 2018-2020	Aboriginal and Torres Strait Islander Strategy and Partnerships Team
	Update the ELT on progress	March 2018-2020	Aboriginal and Torres Strait Islander Strategy and Partnerships Team
	Investigate participating in the RAP barometer	September 2018	Aboriginal and Torres Strait Islander Strategy and Partnerships Team
	Communicate quarterly updates on RAP progress to all employees	Mar, Jun, Sep, Dec, 2018-2020	Advisory Group on Reconciliation
	Develop and implement systems and capabilities to track, measure and report on RAP activities	September 2018-2020	Aboriginal and Torres Strait Islander Strategy and Partnerships Team
19. Review, refresh and update RAP	Liaise with Reconciliation Australia to develop a new RAP (IV) based on RAP (III) learnings, challenges and achievements	September 2019	Aboriginal and Torres Strait Islander Strategy and Partnerships Team
	Send draft RAP (IV) to Reconciliation Australia for feedback	February 2020	Aboriginal and Torres Strait Islander Strategy and Partnerships Team
	Submit draft RAP (IV) to Reconciliation Australia for formal endorsement	August 2020	Aboriginal and Torres Strait Islander Strategy and Partnerships Team

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Our Values: Compassion • Respect • Working Together • Leading through Learning

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