



INNOVATE

Reconciliation Action Plan

April 2019–April 2021



A photograph of Greg Duncan performing a smoking ceremony. He is kneeling on the grass, wearing a blue headband and a blue and white patterned wrap around his waist. He is holding a large, smoldering bundle of green leaves and sticks in his hands. A large, dark, cylindrical object, possibly a fire pit or a large pot, is visible in the background, with smoke rising from it. The scene is outdoors on a grassy area.

Greg Duncan performing
a Smoking Ceremony
at yourtown Kingston

I am proud to share the next evolution in our commitment to reconciliation – our Innovate RAP. Our commitment to and our vision for reconciliation formally started with our Reflect RAP and we are proud of what we achieved during that initial process, however we openly acknowledge that our work is not done. We genuinely aspire to do more as individuals as well as an organisation.

In this the next evolution in our Reconciliation journey, we aim to not only focus on what we can do internally but also how we can influence and shape reconciliation within our communities. To do that we must be genuine in the way that we engage with Aboriginal and Torres Strait Islander peoples, deepening our understanding and drawing on the richness of knowledge and lived experience that they provide. We must also be prepared to adapt the how and what we do, to be responsive to the needs and aspirations of individuals and communities.

I would like to thank the staff of **yourtown** who have been enthusiastic and genuine in their work towards reconciliation. We could not have come this far without that. I would also like to thank and acknowledge the Aboriginal and Torres Strait Islander peoples who have supported our endeavours, whose involvement and guidance has been invaluable, and who share in our belief that together we can achieve great things.



Tracy Adams
Chief Executive Officer
yourtown



Front cover

Pathways to the future

yourtown staff help young people who have personal struggles to achieve their goals in finding suitable employment.

Paige Wieden
Aboriginal Artist
© 19/11/2018

**yourtown School-based
Trainee Regina.M**

Message from Reconciliation Australia

On behalf of Reconciliation Australia, I am delighted to see **yourtown** continue its reconciliation journey and to formally endorse its first Innovate RAP.

Through the development of an Innovate RAP, **yourtown** continues to play an important part in a community of over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity; institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides **yourtown** with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, **yourtown** will strengthen its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

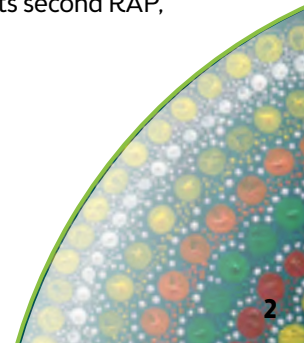
We wish **yourtown** well as it embeds and expands its own unique approach to reconciliation. We encourage **yourtown** to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

On behalf of Reconciliation Australia, I commend **yourtown** on its second RAP, and look forward to following its ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia



Our vision for reconciliation

yourtown is committed to ensuring that young Aboriginal and Torres Strait Islander people have equitable access to social and economic opportunities and can participate fully in society. This requires effective and creative partnerships with Aboriginal and Torres Strait Islander communities.

We acknowledge that Aboriginal and Torres Strait Islander people have:

- a unique culture with a deep and abiding relationship to Country, and that developing a universal respect for Country lies at the heart of reconciliation
- suffered great injustice, with loss to their land, languages, culture, heritage and community, and
- demonstrated great resilience but continue to experience unacceptable levels of disadvantage, and more must be done to improve parity, equality, and respect and advance reconciliation.

We respect that Aboriginal and Torres Strait Islander communities have their own unique cultures, lore, traditions and protocols and meaningful relationships with the land, water, flora and fauna.

We are committed to engaging with Aboriginal and Torres Strait Islander communities in consultation with Elders and other People of Knowledge in the development, implementation and evaluation of programs and services for Aboriginal and Torres Strait Islander peoples.

We will:

- Ensure that custodians of the land are engaged and consulted on activities which relate to 'country'
- Implement an inclusive approach to planning, delivery and evaluation of programs and services for Aboriginal and Torres Strait Islander peoples
- Ensure that our policies and practices reflect and respect the diversity, rights and aspirations of different groups of Aboriginal and Torres Strait Islander peoples
- Work in partnership with local communities to encourage Aboriginal and Torres Strait Islander peoples to access **yourtown** facilities, services and programs
- Regularly reflect on our attitudes, values and practices as our organisation continues to develop relationships with different communities
- Support actions which assist the preservation and promotion of Aboriginal and Torres Strait Islander cultural heritage
- Actively promote opportunities for the education, training and employment of Aboriginal and Torres Strait Islander peoples
- Provide training, employment and career development opportunities within **yourtown** for Aboriginal and Torres Strait Islander people
- Identify opportunities for participation of Indigenous businesses within our supplier networks, and
- Ensure that **yourtown** staff have access to and are trained in matters relating to cultural protocols.



Greg Duncan



Our business

We respect diversity and are inclusive of all people irrespective of their culture, gender, sexuality, values, beliefs and experiences.

We respect Aboriginal and Torres Strait Islander peoples' ways of knowing, being and doing.

We strive to improve our cultural competence in order to understand, communicate and interact effectively with diverse people.

yourtown is a registered charity and public company limited by guarantee providing services young people can access to find jobs, learn skills, become great parents and live safe, happy lives. For more than 58 years we've been tackling the issues impacting young people in Australia - like youth unemployment and mental health, and taking on issues like domestic and family violence.

We have an extensive background in the development and delivery of services for young Aboriginal and Torres Strait Islander people located in disadvantaged regions across Queensland, New South Wales, South Australia, and Tasmania. These services include school retention and engagement programs; culturally appropriate mentoring; support for young offenders; work preparation programs linked to skills-in-demand; paid work and training in social enterprises and Aboriginal and Torres Strait Islander specific recruitment, training and placement support.

Our national Kids Helpline service is Australia's only free, confidential 24/7 online and phone counselling service for young people aged 5 to 25. In Queensland and the Northern Territory, we operate Parentline offering online and phone counselling and support for parents and carers.

We deliver our services and programs from 49 sites in communities identified as among the most disadvantaged in Australia. These include targeted areas within Moreton Bay, Brisbane, Logan, Ipswich and Redland Cities in Queensland; Greater Western

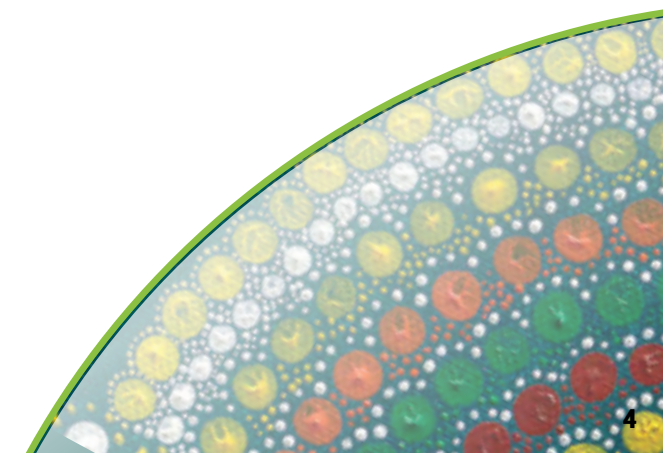
Sydney and the Hunter region in New South Wales; Northern Adelaide and Port Pirie in South Australia; and northern and southern Tasmania. Through our virtual services, we have a national reach to children and young people.

Key statistics:

yourtown is one of the largest not-for-profit providers of youth services in Australia, employing more than 600 staff in four states. Last year, **yourtown** received close to 200,000 contacts from those reaching out for help.

- 20.3%* of **yourtown's** face to face participants in our regional services are young Aboriginal and Torres Strait Islander people
- 4% of callers to **yourtown's** Kids Helpline in 2018 were identified as coming from an Aboriginal or Torres Strait Islander background
- 4% of our staff identify as Aboriginal or Torres Strait Islander people

*of clients recorded in CIS





Mabuyag Dance Group

Our RAP

We have a RAP Champion working group consisting of 20 **yourtown** team members from across the organisation.

This group is made up of 10 Aboriginal and/or Torres Strait Islander personnel and 10 non-Aboriginal or Torres Strait Islander team members. To measure our progress we regularly review and evaluate our RAP to ensure we have met our commitments.

- In developing our Second Reconciliation Action Plan (RAP), we remain focused on our continuing commitment to working with Aboriginal and Torres Strait Islander peoples through our services and programs. We also want to use the RAP process to extend our relationships with Aboriginal and Torres Strait Islander communities in other areas where we can potentially offer support for young Aboriginal and Torres Strait Islander people.
- The development of our RAP provides an opportunity for **yourtown** to deeply embed the activities developed and trialled within our Reflect RAP for a broader reach and impact across the organisation.
- Our CEO and Senior Managers are leading the development and implementation of the RAP, and we have appointed RAP champions in each region. These local champions work with all managers and staff to review our RAP, identify additional strategies for local implementation and drive cultural capability.
- People involved in the development of our RAP include the Board of Directors, CEO, Senior Managers within Client Services, representatives from People and Culture, Finance, Marketing and Fundraising and Strategy and Research, the Aboriginal and Torres Strait Islander Initiatives Manager, current RAP Champions and a cross section of Aboriginal and non-Aboriginal staff drawn from across the organisation.



Greg and Calvin Duncan

Our partnerships/current activities

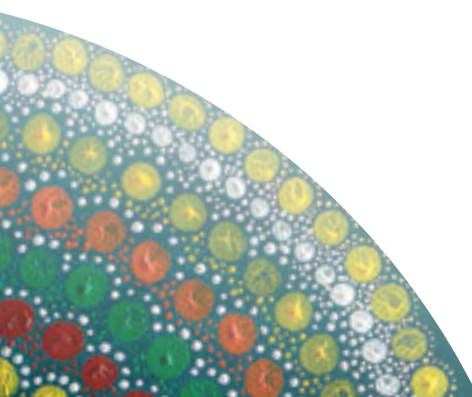
yourtown currently offers the following services for Aboriginal and Torres Strait Islander people:

- School retention and engagement and school-based traineeship programs for Aboriginal and Torres Strait Islander high school students
- Kids Helpline, which responds to more than 6,000 contacts from young Aboriginal and Torres Strait Islander people each year
- Provision of specialist accommodation services for Aboriginal and Torres Strait Islander women and families with children experiencing domestic violence or homelessness
- Industry-specific work preparation training programs for Aboriginal and Torres Strait Islander people to address skills-in-demand
- Aboriginal and Torres Strait recruitment, training and mentoring services for individual employers and corporate partners through our Vocational Training and Employment Centre (VTEC)
- Provision of support for Aboriginal and Torres Strait Islander people through culturally appropriate Aboriginal and Torres Strait Islander mentoring services
- Training and employment support through Transition to Work and youth specialist jobactive services
- Community partnerships (Services/ links with businesses/ project work/ events contributions e.g. NAIDOC/community initiatives (i.e. Communities for Children)
- Aboriginal and Torres Strait Islander Social Procurement opportunities

yourtown works in partnership with a number of Aboriginal and Torres Strait Islander community groups, agencies, businesses and services at the local and national level.

Partnerships include:

- Local community capacity building to support vulnerable Aboriginal and Torres Strait Islander families in Deception Bay (QLD) with Mindle Bygul, focussed on increasing supports for Aboriginal and/or Torres Strait Islander children aged 0-12 years and their families
- Gunya Meta - Logan based Aboriginal organisation and Skilling Queenslanders for Work provide
- Mobkinnectors - Logan community based organisation that empowers families
- National Aboriginal and Torres Strait Islander Initiatives Manager: current sitting member of the Qld Murri Court
- National NAIDOC and Reconciliation Activities: **yourtown** supports events and activities in diverse locations, including major sponsorship
- Procurement of Aboriginal and Torres Strait Islander businesses for service opportunities within our organisation
- Recruit for DMAC Personnel Employment Services
- Contracts for Pacific Facility Services Property Maintenance



Internal activities/initiatives:

- Develop and implement First Australians Workforce Engagement Model to internal Departments and Managers
- Provision of cultural capability development through our Aboriginal and Torres Strait senior roles (Initiatives Manager and Programs Manager)
- Ongoing advice and support to all staff through dedicated roles
- Source and advise on external cultural awareness training available
- Arts based activities with Traditional Owners, community elders, young people and staff groups (e.g. Totem Poles)
- Ongoing recruitment strategies targeting Aboriginal and Torres Strait Islander workers
- Sponsorship and support of National NAIDOC Golf event
- Advocacy and research on issues impacting Aboriginal and Torres Strait Islander young people (e.g. Evaluation of the Indigenous Participation Plan within the Parklands Project)
- Help seeking of Aboriginal and Torres Strait young people through our counselling and other services



Relationships

yourtown undertakes significant work with Aboriginal and Torres Strait Islander communities, families and individuals.

We believe it is only through sustained, respectful and transparent relationships at multiple layers (Board, CEO, Managers and Practitioner) with Aboriginal and Torres Strait Islander communities that we can achieve:

- An appreciation of and the cultural competency to respond to Aboriginal and Torres Strait Islander history, cultures and contemporary social dynamics and to the diversity of Indigenous communities
- High levels of participation and partnership with Aboriginal organisations and Aboriginal and Torres Strait Islander people
- Program development and review is cognizant of, and relates to, Indigenous concepts of wellbeing
- Long-term relationships of trust, respect and honesty as well as accessible, ongoing communication and information

Focus area:
Relationships strongly align with **yourtown's Strategic Framework** which emphasises and includes:

- Targeting services to urban and regional areas of greatest social disadvantage through a needs based approach
- Expanding and extending reach through collaboration
- Maintaining and developing partnerships, which create shared value

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting	<ul style="list-style-type: none"> • RWG oversees the development, endorsement and launch of the RAP 	Review Mar '19	Aboriginal and Torres Strait Islander Initiatives Manager RAP Champion Group Terms of Reference approved by Executive Team Regional and Local/Site Program Managers
	<ul style="list-style-type: none"> • Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG 	Review Dec '19 & '20	
	<ul style="list-style-type: none"> • Meet monthly to monitor and report on RAP implementation 	Review Dec '19 & '20	
	<ul style="list-style-type: none"> • Establish Terms of Reference for the RWG 	Review Dec '19 & '20	
	<ul style="list-style-type: none"> • RAP Champion Group to rotate every two years 	Review Dec '19 & '20	
	<ul style="list-style-type: none"> • RAP Champion Group to include Aboriginal and/or Torres Strait Islander and non-Aboriginal and/or Torres Strait Islander staff 	Review Dec '19 & '20	
2. Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other people in Australia	<ul style="list-style-type: none"> • Organise at least one internal event for NRW each year 	27 May - 3 Jun '19 and '20	Aboriginal and Torres Strait Islander Initiatives Manager RAP Champion Group and Local Managers
	<ul style="list-style-type: none"> • Register all NRW events via Reconciliation Australia's NRW website 	1st May '19 & '20	
	<ul style="list-style-type: none"> • Support an external NRW event 	27 May - 3 June	
	<ul style="list-style-type: none"> • Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW 	Apr '19 & '20	
	<ul style="list-style-type: none"> • Download Reconciliation Australia's NRW resources and circulate to staff 	Prior to Apr '19 & '20	
	<ul style="list-style-type: none"> • Extend an invitation to Aboriginal and Torres Strait Islander peoples to share their reconciliation experiences or stories (for example, create mechanism to capture and share stories of what reconciliation means to local Elders of the communities we work in with yourtown staff across the country) 	27 May - 3 Jun '19 & '20	
	<ul style="list-style-type: none"> • Encourage staff to participate in external events to recognise and celebrate NRW 	Prior to May '19 & '20	
	<ul style="list-style-type: none"> • Host NRW events across the areas in which we operate 	27 May - 3 Jun '19 & '20	

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	<ul style="list-style-type: none"> Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders across service regions 	Review Dec '19 & '20	Aboriginal and Torres Strait Islander Initiatives Manager
	<ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement 	Review Dec '19 & '20	RAP Champion Group Site Managers
	<ul style="list-style-type: none"> As appropriate to meet service objectives, develop joint ventures, partnerships, pro bono support or secondment and community capacity opportunities 	Review Dec '19 & '20	Executive Team
4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	<ul style="list-style-type: none"> Develop and implement a RAP communication strategy to all internal and external stakeholders 	August '19	Aboriginal and Torres Strait Islander Initiatives Manager
	<ul style="list-style-type: none"> Promote reconciliation through ongoing active engagement with all stakeholders 	Review Dec '19 & '20	RAP Champion Group Site Managers
	<ul style="list-style-type: none"> Provide printed RAP booklets 	March '19	All personnel
	<ul style="list-style-type: none"> Promote on the yourtown website 	April '19	
	<ul style="list-style-type: none"> Implement strategies to engage our staff in Reconciliation 	Review May '19 & May '20	
5. Continue to support Reconciliation in Australia	<ul style="list-style-type: none"> Maintain memberships to all state based Reconciliation Councils 	Review Dec '19 & '20	Aboriginal and Torres Strait Islander Initiatives Manager
	<ul style="list-style-type: none"> Support Reconciliation Australia and state/territory based reconciliation councils 	Review Dec '19 & '20	RAP Champion Group Site Managers
	<ul style="list-style-type: none"> Provide opportunities to engage with other RAP organisations and RAP peak bodies 	Review Dec '19 & '20	
6. Promote positive race relations through anti-discrimination strategies	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs 	Review Jun '19 & '20	Aboriginal and Torres Strait Islander Initiatives Manager Head of People and Culture
	<ul style="list-style-type: none"> Review and communicate anti-discrimination policy for our organisation 	Review Jun '19 & '20	
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy 	Review Jun '19 & '20	
	<ul style="list-style-type: none"> Educate leaders and managers on the effects of racism 	Review Jun '19 & '20	



Respect

Aboriginal and Torres Strait Islander cultures are based on respect for the land and for their Elders. **yourtown** recognises that productive relationships and engagement with Aboriginal and Torres Strait Islander communities needs to be based on respect. This respectful approach will guide our interactions and partnerships with Aboriginal and Torres Strait Islander clients, their families, mob, community and Elders, and Aboriginal managed organisations.

Respect means resisting the urge to propose solutions for Aboriginal and Torres Strait Islander issues, but means that we will listen deeply and engage and support the community, and where possible, align resources in their development and implementation of self-determined responses to those issues.

As a mark of our respect, we will further recognise that there is diversity within individual Aboriginal and Torres Strait Islander groups and communities and that this will have implications for consultation, planning, development and implementation of programs. We will not generalise from understandings of one Indigenous community to others or to all Aboriginal and Torres Strait Islander peoples.

Focus area:

Respect strongly aligns with **yourtown's** strategic framework which emphasises and includes:

- Supporting young people through client centred high impact programs, and effective advocacy
- Extending the delivery of services which increase child wellbeing and the development of their potential
- Being an effective and influential national voice on social issues impacting children and young people

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
7. Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements	<ul style="list-style-type: none">• Develop and implement an Aboriginal and Torres Strait Islander cultural awareness training strategy for staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion)	Aug '19	Aboriginal and Torres Strait Islander Initiatives Manager RAP Champion Group Senior Managers People and Culture
	This strategy will include:		
	<ul style="list-style-type: none">• Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training	Review Dec '19 & '20	
	<ul style="list-style-type: none">• Provide opportunities for RWG members, RAP champions, HR managers and other key leadership staff to participate in cultural training. Identify cultural learning requirements specific to our staff as part of recurrent training needs analysis processes	Review Dec '19 & '20	
	<ul style="list-style-type: none">• Promote the Reconciliation Australia's Share Our Pride online tool to all staff	Review Dec '19 & '20	
	<ul style="list-style-type: none">• Investigate local cultural experiences and immersion opportunities	Review Jun '19 & '20	



BECAUSE OF HER, WE CAN!
8-15 JULY 2018

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning	<ul style="list-style-type: none">Implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country	Aug '19	Aboriginal and Torres Strait Islander Initiatives Manager RAP Champion Group
	<ul style="list-style-type: none">Develop a list of key community contacts for organising a Welcome to Country and maintaining respectful partnerships	Review Aug '19 - Dec '20	
	<ul style="list-style-type: none">Invite a Traditional Owner to provide a Welcome to Country at significant events, including launches of new programs and/or services	Review Dec '19 & '20	
	<ul style="list-style-type: none">Include an Acknowledgement of Country at the commencement of all important internal and external meetings	Review Dec '19 & '20	
	<ul style="list-style-type: none">Implement Acknowledgment to Country on yourtown email signatures	Review Dec '19	
	<ul style="list-style-type: none">Display an Acknowledgment of Country plaque in our office/s	Review Dec '19 & '20	
9. Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC Week	<ul style="list-style-type: none">Review HR policies and procedures to ensure that staff have capacity to participate in NAIDOC Week	First week in Jul '19 & '20	Aboriginal and Torres Strait Islander Initiatives Manager RAP Champion Group Site Managers People and Culture Marketing
	<ul style="list-style-type: none">Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week		
	<ul style="list-style-type: none">Provide opportunities for all staff to participate in NAIDOC Week activities		
	<ul style="list-style-type: none">Consult with Aboriginal and Torres Strait Islander peoples to hold an internal or external NAIDOC Week event		
	<ul style="list-style-type: none">Support an external NAIDOC Week community event		
	<ul style="list-style-type: none">Contact our local NAIDOC Week Committee to discover events in our community	May '19 & '20	
	<ul style="list-style-type: none">Source and purchase Aboriginal and Torres Strait Islander Merchandise for local community events		
10. Promote awareness of dates of cultural significance	<ul style="list-style-type: none">Celebrate and recognise Aboriginal and Torres Strait Islander dates of significance	Review Dec '19 & '20	Aboriginal and Torres Strait Islander Initiatives Manager RAP Champion Group



Opportunities

yourtown believes service delivery informed by consultation and collaboration with Aboriginal and Torres Strait Islander communities will encourage Aboriginal and Torres Strait Islander peoples to access our services, and contribute to improving their health and wellbeing. We further recognise that opportunities through employment, procurement, training and development for both Aboriginal and Torres Strait Islander clients, Aboriginal and Torres Strait Islander organisations and staff are critical to closing the gap on disadvantage.

Focus area:

Opportunity strongly aligns with **yourtown's** strategic framework which emphasises and includes:

- Be a significant force in addressing long-term youth unemployment
- Double the number of contacts Kids Helpline responds to
- Enhance a culture of high performance, accountability and application of knowledge

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace	<ul style="list-style-type: none"> • Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities 	Jun '19 & Jun '20	Aboriginal and Torres Strait Islander Initiatives Manager Service Evolution and Strategy and Research RAP Champion Group Site Managers yourtown RAP Champion Group People and Culture
	<ul style="list-style-type: none"> • Implementation of the yourtown First Australians Workforce Engagement Model across the organisation 	Aug 2019	
	<ul style="list-style-type: none"> • Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development 	Review Jun '19 & '20	
	<ul style="list-style-type: none"> • Advertise all vacancies in targeted Aboriginal and Torres Strait Islander media 	Review Jun '19 & '20	
	<ul style="list-style-type: none"> • Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace 	Review Dec '19 & '20	
	<ul style="list-style-type: none"> • Implement mentoring support program for Aboriginal and Torres Strait Islander employees 	Review Aug '19 & '20	
	<ul style="list-style-type: none"> • Develop an Aboriginal and Torres Strait Islander professional development strategy 	Aug '19	
	<ul style="list-style-type: none"> • Include Aboriginal and/or Torres Strait Islander representation on recruitment and selection panels 	Review Dec '19 & '20	
	<ul style="list-style-type: none"> • Include in all job advertisements, 'Aboriginal and Torres Strait Islander people are encouraged to apply' 	Review Dec '19 & '20	
	<ul style="list-style-type: none"> • Engage with external Aboriginal and Torres Strait Islander peoples and/or consultants to advise on recruitment, employment and retention strategies, including professional development 	Review Dec '19 & '20	
	<ul style="list-style-type: none"> • Engage with Universities to provide employment opportunities within Virtual Services (Kids Helpline) 	Review Dec '19 & '20	
	<ul style="list-style-type: none"> • Develop and implement Aboriginal and Torres Strait Islander employment pathways (e.g. traineeships or internships) through student placement 	Review Dec '19 & '20	

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. (Continued)	<ul style="list-style-type: none"> Support graduate recruitment and work experience opportunities for Aboriginal and Torres Strait Islander students 	Review Dec '19 & '20	Aboriginal and Torres Strait Islander Initiatives Manager
	<ul style="list-style-type: none"> Use restricted recruitment for Aboriginal and/or Torres Strait islander specified positions. i.e. yourtown will advertise the vacancy under the Anti-Discrimination Act i.e. Aboriginal or a Torres Strait Islander is a genuine occupational requirement for this position under s 42 of the Discrimination Act 1991 (ACT)/ s 14 of the Anti-Discrimination Act 1977 (NSW)/ sub-s 35(1)(b)(ii) of the Anti-Discrimination Act 1996 (NT), s 25 of the Anti-Discrimination Act 1991 (Qld)/ sub-s 56(2) of the Equal Opportunity Act 1984 (SA)/ s 41 of the Anti-Discrimination Act 1998 (Tas)/ sub-s 26(3) or s 28 of the Equal Opportunity Act 2010 (Vic)/s 50 of the Equal Opportunity Act 1984 (WA) 	Review Dec '19 & '20	
12. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation	<ul style="list-style-type: none"> Review and monitor the uptake and impact arising from the adoption of the Aboriginal and Torres Strait Islander procurement policy with findings and recommendations to be tabled to yourtown Executive 	Aug '19	Aboriginal and Torres Strait Islander Initiatives Manager RAP Champion Group Property Department Aboriginal and Torres Strait Islander Initiatives Manager RAP Champion Group
	<ul style="list-style-type: none"> Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services 	Review '20	
	<ul style="list-style-type: none"> Investigate opportunities to partner with local Indigenous Chamber of Commerce to create possible employment opportunities and/or supplier arrangements 	Jun '19	
	<ul style="list-style-type: none"> Source Aboriginal and/or Torres Strait Islander catering providers to support reconciliation in keeping with Aboriginal Procurement Strategy 	Review May '19 & '20	
	<ul style="list-style-type: none"> Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses 	Aug '19	
	<ul style="list-style-type: none"> Investigate Supply Nation membership 	Jun '19	
13. Investigate other opportunities for Aboriginal and Torres Strait Islander staff	<ul style="list-style-type: none"> Develop a business case exploring increased cultural competency within recruitment process and procedures 	Aug '19	Aboriginal and Torres Strait Islander Initiatives Manager People and Culture Aboriginal and Torres Strait Islander Initiatives Manager yourtown Board
	<ul style="list-style-type: none"> Develop an Aboriginal and Torres Strait Islander professional mentoring network 	Aug '19	
	<ul style="list-style-type: none"> Develop a cultural mentoring network for existing staff and managers 	Aug '19	
	<ul style="list-style-type: none"> Investigate opportunities to increase pro bono activities 	Aug '19	
	<ul style="list-style-type: none"> Support Aboriginal and Torres Strait Islander leadership, by providing and identifying current and future program leaders and tailor strategies to progress their development 	Aug '19	
	<ul style="list-style-type: none"> Establish a database of key Aboriginal and Torres Strait Islander media contacts to promote culturally appropriate good news stories, services and program news 	Review Dec '19 & '20	
	<ul style="list-style-type: none"> Continue to investigate opportunities for an Aboriginal and/or Torres Strait person to be a Director of yourtown 	Review Dec '19 & '20	

The First Australians' Work Engagement Model

Developed in collaboration with Marumali Consultations and Tristan Schultz of Relative Creative through yarning with Aboriginal and Torres Strait Islander peoples working at the construction of the Parklands Project, Gold Coast QLD.

This model depicts the factors identified as likely to facilitate First Australian's sense of work engagement. The factors are all interconnected, shown through the blue lines which represent ripples in water, or thread weaving the sense of cultural safety through the other senses.

The First Australians Workplace Engagement, seen in the yellow, reds and oranges, represents that if the blue continues weaving, work engagement will weave back, reflecting that which may occur through investing in Indigenous participation initiatives. The colours of this model are inspired by the colours of the Parklands Project itself.

Overall, the model depicts the value in maintaining strong Indigenous Participation Plans where First Australians feel strong, safe and encouraged to maintain their Connection to Cultural Safety and positive Workplace Engagement occurs.



yourtown works in partnership with a number of Aboriginal and Torres Strait Islander community groups, agencies, businesses and services at the local and national level.





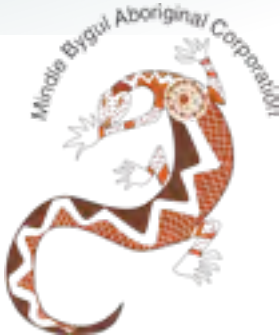
Kingston fashion show



yourtown hosting Reconciliation Queensland Christmas Function



Hudson Burke Group
Training and Employment





Governance and Tracking Progress

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
14. Report RAP achievements, challenges and learnings to Reconciliation Australia	<ul style="list-style-type: none"> Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually 	30 Sept '19 & '20	Aboriginal and Torres Strait Islander Initiatives Manager RAP Champion Group
	<ul style="list-style-type: none"> Investigate participating in the RAP Barometer 	May '20	
15. Report RAP achievements, challenges and learnings internally and externally	<ul style="list-style-type: none"> Publically report our RAP achievements, challenges and learnings 	Jul & Jan annually	Aboriginal and Torres Strait Islander Initiatives Manager RAP Champion Group Marketing
	<ul style="list-style-type: none"> Promote achievements through internal communication 		
	<ul style="list-style-type: none"> Report RAP progress to all staff and senior leaders quarterly 		
16. Review, refresh and update RAP	<ul style="list-style-type: none"> Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements 	Oct '20	Aboriginal and Torres Strait Islander Initiatives Manager
	<ul style="list-style-type: none"> Send draft RAP to Reconciliation Australia for review and feedback 		
	<ul style="list-style-type: none"> Submit draft RAP to Reconciliation Australia for formal endorsement 		
17. Provide appropriate support for effective implementation of RAP commitments	<ul style="list-style-type: none"> Develop and implement systems and capability needs to track, measure and report on RAP activities 	Jul & Jan annually	Aboriginal and Torres Strait Islander Initiatives Manager RAP Champion Group Service Evolution Manager
	<ul style="list-style-type: none"> Share achievements with all personnel. Promote good news stories relating to Aboriginal and/or Torres Strait Islander staff 	Review Dec '19 & '20	
	<ul style="list-style-type: none"> Define resource needs for RAP implementation 	Review Dec '19 & '20	
	<ul style="list-style-type: none"> Engage our senior leaders and other staff in the delivery of RAP commitments 	Review Dec '19 & '20	
	<ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments. 	Review Dec '19 & '20	
	<ul style="list-style-type: none"> Appoint and maintain an internal RAP Champion from senior management 	Review Dec '19 & '20	
	<ul style="list-style-type: none"> Monitor reach and impact of Aboriginal procurement policy 	Review Dec '19 & '20	



yourtown staff celebrating NAIDOC Week 2018





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