

RECONCILIATION

ACTION PLAN
FOR THE YEARS 2016 - 2019





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RECONCILIATION ACTION PLAN FOR THE YEARS 2016-2019

We wish to acknowledge the unique situation of Aboriginal and Torres Strait Islander carers and to respect their culture's diversity by recognising and acknowledging the history, cultural heritage and identity of all Aboriginal and Torres Strait Islander peoples. We wish to foster all relationships with carers, key stakeholders and communities in a respectful, meaningful and genuine way including the creation of circles of learning and communication encompassing the power of having a yarn.

An ongoing challenge for Australia is the impact European arrival has had on Aboriginal and Torres Strait Islander peoples. Carers Queensland is committed to moving towards reconciliation; a place where historical and current injustices and disrespect can be acknowledged and respected to create a foundation to building stronger relationships based on trust and mutual respect between First Australians and other Australians.

We work to ensure the unique standing of the First Peoples of this country is recognised, embraced, understood and respected.

The Carers Queensland Reconciliation Action Plan represents a pathway to demonstrate real progress on the road to full reconciliation between the First Australians and those who followed.

For reconciliation to be meaningful, there must be action to achieve it. Action without purpose or intent is useless. The two go hand in hand.

On behalf of the Board and our staff, we are proud to endorse our Reconciliation Action Plan for 2016 - 2019.



Jim Toohey,
President,
Carers Queensland Inc.



Debra Cottrell,
Chief Executive Officer,
Carers Queensland Inc.



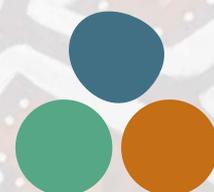
OUR VISION FOR RECONCILIATION

Carers Queensland's core business and purpose is captured in our mission:
“to improve the quality of life for all carers throughout Queensland”

Our organisation's values are intrinsically linked to the values of human rights for everyone, regardless of nationality, ethnicity, disability, social and economic status, gender, sexual orientation, age, beliefs or contribution to society. As a result Carers Queensland is committed to improving the quality of life of Aboriginal and Torres Strait Islander carers and to effectively continue the journey towards reconciliation within Australia. To achieve this Carers Queensland's vision for reconciliation is to improve the health, wellbeing, resilience and financial security of Aboriginal and Torres Strait Islander carers and to ensure caring is a shared responsibility of family, community, business and government.

By doing this, carers in Queensland are supported in every facet of their life which leads to healthy and resilient Queensland families. With disability being two to three times more likely within Aboriginal and Torres Strait Islander peoples, it is crucial that Carers Queensland is able to support families living with all kinds of disability and to help guide them through the maze of information, service providers and a National Disability Insurance Scheme (NDIS) to ensure optimum outcomes.

We are committed to working collaboratively with Aboriginal and Torres Strait Islander carers and communities in an honest and meaningful dialogue to ensure that Aboriginal and Torres Strait Islander carers are supported in a culturally inclusive and respectful way. We will also increase organisational awareness through ongoing culturally appropriate training and professional development and demonstrate a strong commitment to reconciliation throughout the organisation.



OUR BUSINESS

Carers Queensland is the peak body for 494,200 carers inclusive of 60,000 young carers in Queensland and is dedicated to advancing the recognition of the caring role. In striving to achieve this, Carers Queensland responds to the needs of carers by providing information, community development, counselling, support services, support programs and advocacy. As an advocate for carer's rights, we seek to influence governments and other decision makers to improve services and support, and to develop programs and policies that assist family carers to perform their caring role. Carers Queensland's overall aim is to support carers but also to pave the way for all families in Queensland to be healthy and feel supported.

Anyone, anytime can become a carer and Carers Queensland provides support to all carers of all ages. These carers may be looking after someone with a disability, or they may be frail aged or have a mental illness. Carers can be referred by any service provider or they can self-refer by contacting 1800 242 646, our website www.carersqld.asn.au or any one of our 12 regional offices.

Carers Queensland works with a wide variety of not-for-profit organisations, the public and private sectors and is a member of many committees and steering groups to ensure that the voice of all carers is heard.



HISTORY

The original Queensland Council of Carers was the brainchild of a dedicated group of people engaged in various roles within the health and welfare system in 1988. Val French and Kay Thomas had become involved in the Australian National Association for Mental Health. On the way back from a mental health conference, Val and Kay mused over the state of carer service provision in Queensland at the time. Val said the plight of the carer pushed them into action, and along with Ailsa Whitehead, the three decided to work together to try and gain some recognition for all carers, irrespective of whether they were caring for people who were aged, mentally ill, or physically or functionally disabled.

Today, Carers Queensland has a state wide network of 12 regional offices (Cairns, Townsville, Mackay, Rockhampton, Hervey Bay, Maroochydore, Stafford, Mount Gravatt, Gold Coast, Ipswich, Toowoomba and Roma) as well as our Carer Advisory Service and Head Office at Camp Hill.

This allows us to deliver local services in a consistent manner in all of the regional centres and beyond. We currently employ over 100 staff and have had 50+ volunteers working with us over the last three years. There are three staff members at present that identify as Aboriginal and/or Torres Strait Islander peoples.

We have an annual income of \$8.9 million. The majority of our programs are funded by both State and Federal governments as well as contracts with other organisations and fee for service work.

Carers Queensland is governed by a Board of Governance with between seven and nine elected members and up to three Directors who are co-opted to the Board from across the state. At least 50% of the Directors must be carers or former carers.

Programs and services have been developed to meet the needs of carers.



Services we currently offer include:-

- Carers Advisory Service (1800 helpline and drop in centre). This service receives between 400 and 600 calls per month from carers who require both emotional support and practical information.
- Young Carers Project. This program supports carers under the age of 25 through counselling, camps, wellbeing activities and practical information.
- Education, Training and Employment Programs (we are a Registered Training Organisation). Our RTO supports family carers to gain qualifications within the health and community care sector and to find employment and has graduated nearly 200 carers.
- Culturally and Linguistically Diverse Program. CALD workers are based in each of our offices and provide support to those families having difficulty in accessing appropriate services. This service also provides culturally appropriate training to service providers and communities.
- Family Support and Advocacy Program. This service guides carers through the Queensland Civil and Administrative Tribunals (QCAT) and supports them in areas of Guardianship, and Enduring Power of Attorney matters.
- Counselling Program. We have counsellors in each of our regions who help carers struggling with their caring role.
- National Disability Insurance Scheme (NDIS) Participation Readiness Program. This program assists those carers looking after someone with a disability who is eligible for the NDIS.
- 140 Carer Support Groups spread across the state.
- No Interest Loans Scheme (NILS) that helps low income families purchase essential items such as washing machines and access to healthcare.
- Better Start Program. This program supports carers looking after a child under 6 with a disability to access early intervention assistance.
- Your Life Your Choice (host provider program). This service helps carers plan for the future using a self-directed, person centred approach.
- It's All About Me – young carer program in the Rockhampton area. This program helps young carers to access a range of supports.
- Aged Care Assessment Program.
- Continence Foundation Health Promotion Program. We have a specialist Continence nurse who gives practical advice and information.

PARTNERSHIPS

We are committed to working towards building stronger partnerships with Aboriginal and Torres Strait Islander peoples, communities and organisations to move to a place of equity and justice for all Australians. We have established a number of partnerships with a range of First Australian organisations, groups and Elders. We will continue to work hard in building relationships with key stakeholders within community, private and public sectors to support Aboriginal and Torres Strait Islander carers in culturally respectful and effective ways.

We have a formal partnership with Wuchopperen Health Service in Cairns and Dibing Consultancy.

Carers Queensland has a Memorandum of Understanding with Wuchopperen Health Services, based in Cairns. Wuchopperen is an Aboriginal and Torres Strait Islander Health Service provider, whose vision is to 'improve the quality of life for Aboriginal and Torres Strait Islander people'. Carers Queensland funds Wuchopperen to provide a carer specific counsellor two days per week, focusing on the needs of Aboriginal and Torres Strait Islander peoples caring for friends or family. Dibing Consultancy offers a range of tailored and flexible service models and solutions which support real community, government department and corporate sector needs allowing their clients to have total inclusion and consensus in the decision making process at their own pace. Dibing have been influential in helping Carers Queensland deliver a RAP and are a member of the RAP Working Group.



INFORMAL PARTNERS

- QUT Widening Participation Team
- PRIDE Group
- Cairns and District Aboriginal and Torres Strait Islander Elders Corporation (Gumba Gumba)
- ABIS Community Cooperative Society Ltd
- Townsville Aboriginal & Torres Strait Islander Corporation for Women
- Aboriginal & Torres Strait Islander Corporation for Disabled and Respite Care (North QLD)
- Aboriginal and Torres Strait Islanders Corporation for Welfare Services
- Aboriginal Corp - Mitakooi Townsville
- All Nations for Christ Aboriginal & Torres Strait Islander Corporation
- Charters Towers Warringu Aboriginal Torres Strait Island Corporation
- Gudjuda Reference Group Aboriginal Corp - Burdekin
- NAIDOC Reference Group - Townsville
- Townsville Aboriginal & Islanders Health Services Ltd (TAIHS)
- Zeuberr Erkep (Townsville) Torres Strait Islanders Corp
- Townsville Community Legal Service Inc
- Townsville Diocese Catholic Council ATSI Corp
- Blue Care Shalom Elders Village
- QADA - (Mackay)
- Girudala Community (Bowen)
- ATSICHS Mackay LTD Medical Health Service
- Mackay Yamadi Lera Yumi Meta Assn.
- Mudth-Leta Aboriginal Torres Strait Islander (Sarina)
- Bidgerdii Aboriginal Health Service
- Social & Emotional Wellbeing Group for Indigenous and Torres Strait Islander peoples
- Butchulla Elders
- Aboriginal and Torres Strait Outreach Service
- Stepping Black
- Aboriginal and Torres Strait Islander - PACE (Parents and Community engagement) program
- University of Southern Queensland - Aboriginal and Torres Strait Islander Liaison Officer
- Galangoor AMS
- Woorabar Elders - Bundaberg
- Aboriginal Women's Association - Bundaberg
- Integrated Wellbeing Centre - Biggenden and Bundaberg
- PCYC Aboriginal Liaison
- CASI - Cooloola Aboriginal Services Inc., Gympie (NAIDOC)
- Cooloola Human Services Network (Close the Gap)
- Medicare Local Sunshine Coast (Close the Gap)
- NCACCH - North Coast Aboriginal Corporation for Community Health, Maroochydore
- Aboriginal and Torres Islander Health Services - (Indigenous Liaison officers from Nambour, Caloundra, Gympie Hospitals)
- Aboriginal and Islander Community Mental Health Services, Nambour
- Moreton Bay Regional Council
- Gallang Place
- Logan Elders - Gunya Meta
- Gold Coast Aboriginal and Torres Strait Islander Corporation for Community Consultation, which trades as Yallburru
- Ipswich Libraries Communities and Cultural Services Department Ildika Koppen
- Busy at Work
- Blue Care Ipswich Respite Service
- Somerset Regional Council
- Aboriginal Senior Police Liaison Officer Ipswich
- Department of Aboriginal and Torres Strait Islander and Multicultural Affairs South West Region
- Massage Therapist (Aboriginal Business) Ivy Hill
- Kummara Family Support Services
- Kambu Medical Centre Ipswich
- ICC Indigenous Australian Community Development Office
- Federal Member for Blair and Shadow Minister for Indigenous Affairs and Ageing Shayne Neumann
- Focal Extended Inc.
- Ipswich Siblings Network
- Kalwyn and Coomera Springs Early Years Centre
- Secretariat of the National Aboriginal and Torres Strait Islander Child Care
- Step Up Program
- Aboriginal and Torres Strait Islander Women's Legal and Advocacy Service Aboriginal Corporation
- Carole Park Community Centre
- National Disability Coordination Officer Program
- Community Capacity Building network
- Carbal Medical centre
- Charleville & Western Area Aboriginal & Torres Strait Islander Community Health Ltd - Roma & Charleville
- Indigenous Coordination Centre - Roma
- Surat Aboriginal Corporation - Surat
- Mandandanji Ltd
- Indigenous Family Legal Service (Roma)
- Murri CUY group (Murri Catch up and Yarn group)



OUR RAP

In order for Carers Queensland to appropriately support Aboriginal and Torres Strait Islander carers we must first recognise the special place that Aboriginal and Torres Strait Islander peoples hold within Australia. Carers Queensland acknowledges their role as Australia's First Peoples of the land we now share today. We believe in working towards building stronger partnerships with Aboriginal and Torres Strait Islander peoples to move to a place of equity and justice for all Australians. We want to continue to work hard in building relationships with other key stakeholders within the community, private and public sectors.

Carers Queensland is committed to improving the quality of life for Aboriginal and Torres Strait Islander carers and to effectively continue the journey towards reconciliation within Australia. Carers Queensland promotes the recognition of caring as a shared responsibility of family, community, business and government. Carers Queensland feels that it is crucial to embark on the journey to reconciliation, and that we can see the clear benefits and opportunities for all Queenslanders in undertaking such a commitment. It is important for us to be inclusive in the programs and services that we offer and to ensure that reconciliation is taken seriously by embedding the ethos and philosophy of reconciliation into our workforce.

We can see a gap in services supporting Aboriginal and Torres Strait Islander carers, and want to build relationships with and support Aboriginal and Torres Strait Islander peoples and carers directly. Broadly speaking, we want to reduce the social and economic disparity between Aboriginal and Torres Strait Islander peoples and other Australians particularly around performing their role as a carer.

We wish to acknowledge the unique situation of Aboriginal and Torres Strait Islander carers and to respect their culture's diversity by recognising and acknowledging the history, cultural heritage and identity of all Aboriginal and Torres Strait Islander peoples.

We will work collaboratively with our formal partners such as Dibing Consultancy and Wuchopperen Health Service, as well as our informal partners across all 12 of our office locations. We will also collaborate closely with Aboriginal and Torres Strait Islander carers and clients to promote inclusion, capacity and resilience and to enable more empowerment, whilst acknowledging the unique journeys and experiences of Aboriginal and Torres Strait Islander peoples.

We will proactively support and promote greater health and wellbeing for all Aboriginal and Torres Strait Islander peoples and seek to influence positive change and decision-making through consultation with key Elders in all our regions.

In summary, if Carers Queensland is to achieve its mission it must ensure appropriate responsive service delivery and social cohesion, and drive reconciliation within the organisation.

The Board of Governance approved the development of the Reflect RAP in February 2013, however a few months into the process, we moved to the next tier - Innovate. A state-wide RAP Working Group (RWG) was established in October 2013 with a clear Terms of Reference. Members of this group include a broad cross section of staff representing different program areas and geographical locations. The group includes Board Directors, senior managers, program staff, counsellors, marketing and education and training staff. The RAP Working Group also has an Aboriginal consultant on board to guide and advise the group. More Aboriginal people and representatives from the Torres Strait are also being sought to sit on this group to enhance and demonstrate stronger commitment to the RAP/reconciliation, increased cultural guidance and input provided by First Australian Peoples.



We have consulted widely with government departments, education and employment providers and community organisations to help inform our Stretch RAP. Consultation has taken place with Aboriginal and Torres Strait Islander agencies and community groups with input from senior leaders.

The Carers Queensland RAP Working Group has been instrumental in driving and overseeing the implementation of the RAP. Meetings have been held face to face and by teleconference several times a year with regular emails. The group are able to bounce ideas back and forth and, with the guidance of Aboriginal man Mr Tony Ayers from Dibing Consultancy who co-chairs the group, have been able to achieve many things including new policies, cultural competency training and a culture shift within the organisation.

We see the immense opportunities that arise out of better engagement processes that lead to building important relationships with Aboriginal and Torres Strait Islander peoples and communities throughout Queensland. There are also opportunities to partner with businesses, education and employment providers and to identify Aboriginal and Torres Strait Islander carers that we can support.

KEY LEARNINGS FROM OUR INNOVATE RAP

There have been some real changes since we launched the Innovate RAP in May 2014. Staff are more engaged with Aboriginal and Torres Strait Islander carers and are increasingly interested in our RAP initiatives. As a result of cultural competency awareness training, staff also have a greater understanding and feel more confident to speak with Aboriginal and Torres Strait Islander organisations. More Aboriginal and Torres Strait Islander family carers and service providers have become members and signed up to Carers Queensland to receive support and guidance. Since 2014 the numbers of people accessing our programs and services have increased through the amazing efforts of staff, particularly around engagement with communities. Businesses have been more interested in meeting with us and view us as an organisation that has reconciliation and inclusiveness at its heart. It has been good to hear how people have read our RAP on our website and made contact to see how we can work together.



STAFF HAVE MADE COMMENTS ON THEIR PERSONAL RAP JOURNEYS.

“The activities underpinning the RAP has led to many friendships and acquaintances being forged between Indigenous and non-Indigenous people. It is now very common for carers to turn up to Indigenous activities.”

“I have become more confident to pay my respect to Elders past and present before presenting.”

“Carers are more likely to identify with being Indigenous.”

“The RAP has markedly increased the awareness of all staff regarding Aboriginal culture. Staff have resources they can look up and read, and the flags and maps in each office consciously and sub consciously raise our awareness. Staff are more comfortable now in engaging in activities with Aboriginal organisations and peoples. Any level of uncertainty is really around being concerned of saying/doing the wrong thing, which is understandable. I think this will come with time as we give staff more and more opportunities to engage.”

“I have a greater insight into the relationship Aboriginal and Torres Strait Islanders have with their land.”

“I have witnessed the organisation celebrate key dates and openly share information.”

“I am building confidence in my knowledge and understanding of Aboriginal and Torres Strait Islander culture.”

“I have learnt that I work with Aboriginal and Torres Strait Islander colleagues.”



STAFF PROFILE – NEVILLE COVENTRY

Neville is an original RAP Working Group member and a Team Leader within the organisation and has seen some significant changes since we developed our RAP. He really sums up the impact that the Reconciliation Action Plan has had.

RAP - A STAFF PERSPECTIVE

I came to Carers Queensland with a strong regard for the culture and learnings that our original Australians contribute to the growth of our Country, having linked with this in my previous leadership development work. I also held a deep appreciation of the power of story in connecting what we call law and lore and the potential of moving further as a result of the meeting of these paths.

In my early days at Carers Queensland I was impressed with the attention given to people of culturally and linguistically different backgrounds. That said I felt the tapestry of our organisation was missing some foundation threads – that being the contribution of Aboriginal and Torres Strait Islander peoples.

For me this meant the loss of a rich source of heritage and local wisdom. Putting that together with stark rates of disability and health demographics among Aboriginal and Torres Strait Islander peoples clearly a call to action was needed. With our Reconciliation Action Plan I have experienced a rapid shift towards correcting this anomaly. I have also observed that some staff who were unsure of our commitment to reconciliation have now turned a corner. This has occurred in the main through face to face interaction from our initial launch of the Reconciliation Action Plan centrally and in my own office and through engagement with Aboriginal and Torres Strait Islander peoples, carers, communities and organisations on many levels.

There are numerous activities that I could cite but two that leave a lasting resonance are:

Our walk with Kambu Medical to the West Moreton Hospital and Health Service at the launch of the Numbulli Yalwa (All Talking Together) program. This program complemented our commitment by building the health outcomes of Aboriginal and Torres Strait Islander peoples. Our commitment to reconciliation in our last two Carers Week activities have featured massages from a local Aboriginal Massage Therapist and we were delighted to have 17 students from Bremer State High School featuring cultural song and dance. The students were a credit to their community in their respectful interaction with carers and people with disability. I will carry a lasting image of the Mayor of Ipswich cutting our Carers Cake with some of the Bremer mob.

I now see greater access to our organisation by Aboriginal and Torres Strait Islander carers and now find that we have been successful in linking Aboriginal and Torres Strait Islander organisations with the general Disability Network in Ipswich.

Another feature is the recognition of staff and carers who are Aboriginal and Torres Strait Islander peoples. My own office is richer with a staff member and a carer who is now a volunteer who are Aboriginal. This person now brings referrals and information from Aboriginal organisations into our office. A loaned piece of Aboriginal art from this very person now greets entrants to our Ipswich office. This carer /volunteer is now the inaugural member of our Aboriginal Volunteer Mentoring Program.

In turn our organisation is richer in culture with similar stories emerging across our region and I look forward to the progress of a Stretch Reconciliation Action Plan.



KEY ACHIEVEMENTS FROM OUR INNOVATE RAP

We learnt a great deal from our Innovate RAP over an 18 month period and the development of a Stretch RAP will increase our learnings, help us achieve more and will ensure reconciliation continues to be at the top of our agenda. Some of the achievements we are particularly proud of are the new partnerships we forged with 54 Aboriginal and Torres Strait Islander communities and organisations across the state. 76% of staff have attended cultural competency training. Aboriginal businesses joined our Care Program as we became a member of Supply Nation and one Aboriginal person was recruited as a volunteer. We attended 35 National Reconciliation Week events and 68 NAIDOC events. Eight carers enrolled and graduated in the Certificate III in Community Services Work through our RTO are Aboriginal and/or Torres Strait Islander peoples. We launched a series of strategies including an Aboriginal and Torres Strait Islander Employment Strategy, an Education and Training Strategy and a Procurement Strategy. All Human Resources policies and procedures were reviewed and the RAP is now routinely part of induction for all new staff. Two annual staff surveys were carried out to monitor progress across the organisation. The results of the staff surveys showed that the RAP has had a positive impact on Carers Queensland staff by increasing their understanding and awareness.

Over the lifespan of our Innovate RAP we proactively supported and promoted greater health and wellbeing for all Aboriginal and Torres Strait Islander peoples in Queensland and sought to influence positive change and decision-making through consultation with key Aboriginal and Torres Strait Islander Elders in all our regions. By working with and supporting Aboriginal and Torres Strait Islander carers they are empowered to exercise their rights and to self-advocate which results in positive outcomes for the people they care for. We will continue to work toward influencing positive outcomes for carers and those that they care for.

Carers Queensland's Chief Executive Officer, Debra Cottrell, is our RAP Champion and will be actively promoting our RAP both internally and externally.

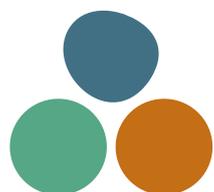
The RAP Working Group consists of:

- Jayne Ryan, Manager New Programs and Client Services Central (Project Lead)
- Tony Ayers, Manager Director Dibling Consultancy
- Lynda Coon, Team Leader, Cairns office
- Emma Rees, NDIS Project Officer
- Neville Coventry, Team Leader, Ipswich office
- Kirsti Trevor, NDIS Project Officer
- Maria Edubas, CALD Project Officer
- Andrew Mayes, Counsellor
- Michael Wheeler, Carers Information Officer
- Hayley Carter, Communications Manager
- Joyanne Clarke, Family Carer Services Officer
- Louisa Uta, carer representative

RELATIONSHIPS

We acknowledge the experiences, self-determination and knowledge of Aboriginal and Torres Strait Islander peoples and that they are the experts in their own lives. We actively pursue the development of strong mutual relationships with community groups, stakeholders and leaders by fostering collaborative partnerships and meaningful relationships. In doing this we are better able to deliver effective services and achieve the best outcomes for all carers.

Action	Responsibility	Timeline	Target
1.1 Carers Queensland's RAP Working Group (RWG) continues to actively monitor the Stretch RAP developments, including implementation of actions, tracking progress and reporting	Manager New Programs	March 2016	<ul style="list-style-type: none"> Ensure there are Aboriginal and Torres Strait Islander peoples on the RWG
	Manager New Programs	March 2016	<ul style="list-style-type: none"> Re-appoint an internal RAP Champion/s from senior management
	Manager New Programs	February, June, September, December 2016, 2017, 2018	<ul style="list-style-type: none"> RWG to meet face to face four times per year
	Manager New Programs	May 2016	<ul style="list-style-type: none"> Oversee the development, endorsement and launch of the Stretch RAP
	Manager New Programs	May 2016, 2017, 2018	<ul style="list-style-type: none"> RAP Working Group membership and Terms of Reference to be reviewed annually
1.2 Carers Queensland continue to maintain and leverage mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders, communities, and other organisations to assist and inform better service delivery	Manager New Programs	May 2016	<ul style="list-style-type: none"> Implement and review the regional engagement activities plan to work with our Aboriginal and Torres Strait Islander stakeholders
	Manager Client Services	June 2016, 2017, 2018	<ul style="list-style-type: none"> Review and update operation plans to ensure all engagement with stakeholders and RAP activities feed into the overarching Carers Queensland regional operational plans
	All Team Leaders	June 2016, 2017, 2018	<ul style="list-style-type: none"> Hold an all staff annual meeting in each regional office to review stakeholder engagement plan and RAP activities and how this is achieved through overarching regional operational plans
	Database Manager	August 2016, 2017, 2018	<ul style="list-style-type: none"> Review and update list of Aboriginal and Torres Strait Islander organisations database and distribute to regional teams
	All Team Leaders	August 2016, 2017, and 2018	<ul style="list-style-type: none"> Host at least one (1) annual event and invite local Aboriginal and Torres Strait Islander organisations to meet with Carers Queensland to strengthen and develop better working relationships
	Managers New Programs	December 2017	<ul style="list-style-type: none"> Engage with five (5) Aboriginal and Torres Strait Islander Advocacy agencies/groups to build a stronger relationship with and assist with support services for Aboriginal and Torres Strait Islander carers experiencing Guardianship issues
	CEO	December 2016, 2017 and 2018	<ul style="list-style-type: none"> Meet with five (5) Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement
	Manager Client Services Far North	December 2016, 2017, 2018	<ul style="list-style-type: none"> Commit to strengthening formal two-way partnerships with Wuchopperen Health Service and Dibing Consultancy to assist with building capacity in Aboriginal and Torres Strait Islander organisations and communities relevant to Carers Queensland's sphere of influence



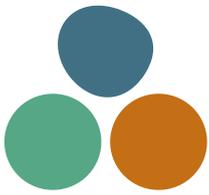
Focus area: Carers Queensland will focus on building genuine and long lasting relationships with Aboriginal and Torres Strait Islander peoples to enable a better mutual understanding and to build long lasting and meaningful relationships.

Action	Responsibility	Timeline	Target
	Manager Corporate	December 2017	<ul style="list-style-type: none"> Collect data that accurately reflects engagement with Aboriginal and Torres Strait Islander carers, organisations and community groups to inform and create new processes and procedures to enhance service delivery.
1.3 Carers Queensland provides opportunities for Aboriginal and Torres Strait Islander employees and other employees to build stronger relationships with local communities by celebrating National Reconciliation Week (NRW)	Managers Client Services	27th May-3rd June 2016, 2017 and 2018	<ul style="list-style-type: none"> Host at least one (1) internal NRW event each year in every Carers Queensland regional and head offices (total of 13 per year)
	All Team Leaders	27th May-3rd June 2016, 2017 and 2018	<ul style="list-style-type: none"> Enable all staff including senior leaders to participate in at least one (1) external community NRW event
	Marketing and Fundraising Manager	27th May-3rd June 2016, 2017 and 2018	<ul style="list-style-type: none"> Encourage participation and celebration in NRW events through the following: <ol style="list-style-type: none"> Promotion of NRW activities via the Carers Queensland website, newsletters, Twitter, Facebook and other media Registration of Carers Queensland's NRW events on the Reconciliation Australia website Inclusion of NRW logo on all signature blocks in all staff internal and external emails during NRW
1.4 Build internal and external awareness of Carers Queensland's RAP in order to increase understanding of the organisation's commitment to reconciliation	Marketing and Fundraising Manager	May 2016, 2017 and 2018	<ul style="list-style-type: none"> Develop, implement and review a plan to communicate Carers Queensland's RAP to all internal and external stakeholders
	Database Manager	May 2016	<ul style="list-style-type: none"> Create and share an electronic shared learning portal which includes Aboriginal and Torres Strait Islander information, protocols and progress on RAP initiatives for staff and volunteers
	All Team Leaders	May 2016	<ul style="list-style-type: none"> Host an event at each regional office to launch Carers Queensland Stretch RAP and invite external Aboriginal and Torres Strait Islander stakeholders and other stakeholders to attend
	Marketing and Fundraising Manager	May 2016	<ul style="list-style-type: none"> Promote RAP activities via the Carers Queensland website, newsletters, Twitter, Facebook and other media
	All Team Leaders	September 2016, 2017, 2018	<ul style="list-style-type: none"> Promote reconciliation and encourage Carers Queensland's stakeholders to develop a RAP through ongoing active engagement with all stakeholders

RESPECT

Carers Queensland respects and values the unique cultures, histories and perspectives of Aboriginal and Torres Strait Islander peoples living across Queensland. We acknowledge that developing mutual respect between Aboriginal and Torres Strait Islander peoples, families and communities is a long and continual journey which Carers Queensland is committed to. This journey will enhance collaborative, mutually respectful partnerships that will be effective, meaningful and long term commitments to achieve the best outcomes for all carers, communities, families, kin and friends.

Action	Responsibility	Timeline	Target
	Senior Management Team	September 2016, 2017, 2018	<ul style="list-style-type: none"> Ensure Carers Queensland's senior leaders are engaged in the delivery of RAP outcomes throughout the life of the RAP.
2.1 Increase Carers Queensland's employees' cultural learning, understanding and appreciation of Aboriginal and Torres Strait Islander peoples cultures, histories and achievements	Manager Client Services	April 2016, 2017, 2018	<ul style="list-style-type: none"> Conduct an annual staff survey to measure Carers Queensland's employees' understanding and awareness of Aboriginal and Torres Strait Islander people's cultures and histories
	Manager Client Services	May 2016	<ul style="list-style-type: none"> Develop, implement and review a cultural awareness training strategy for Carers Queensland staff which defines continuous cultural learning needs of employees in all areas of our business and consider various ways cultural learning/training can be provided including: online, face to face workshops or cultural immersion
	CEO	May 2016, 2017, 2018	<ul style="list-style-type: none"> Commit that all senior executives participate in cultural learning activities
	CEO	September 2016, 2017, 2018	<ul style="list-style-type: none"> Commit to 30 staff members and volunteers who will participate in cultural competency training each year state-wide
	CEO	May 2016	<ul style="list-style-type: none"> Oversee the development, endorsement and launch of the Stretch RAP
	Manager Client Services	September 2016	<ul style="list-style-type: none"> Ensure that all RAP Working Group members undertake cultural learning activities
	CEO	September 2016	<ul style="list-style-type: none"> Encourage all staff to use Reconciliation Australia's Share Our Pride online tool
2.2 Carers Queensland's staff will embed established cultural protocols around Acknowledgement of Country and Welcome to Country as a part of the way our organisation functions	CEO	May 2016, 2017, 2018	<ul style="list-style-type: none"> Review, maintain and communicate Carers Queensland's cultural protocol document for Welcome to Country and Acknowledgement of Country
	All Team Leaders and Senior Managers	September 2016, 2017 and 2018	<ul style="list-style-type: none"> Ensure an Acknowledgement of Country is included at the commencement of all Carers Queensland community events
	All Team Leaders and Senior Managers	September 2016, 2017 and 2018	<ul style="list-style-type: none"> Ensure Acknowledgement of Country is included at the commencement of important internal meetings
	All Team Leaders	June 2016, 2017, 2018	<ul style="list-style-type: none"> Organise for a local Traditional Owner to provide a Welcome to Country at internal NAIDOC events and at least at one (1) other significant community event each year
	All Team Leaders	July 2016, 2017, 2018	<ul style="list-style-type: none"> Develop, maintain and update a state-wide list of key contacts for organising a Welcome to Country by a local Traditional Owner
	Marketing and Fundraising Manager	December 2017	<ul style="list-style-type: none"> Embed Aboriginal and Torres Strait Islander cultural protocols within a protocol document relevant to Queensland and specific local communities



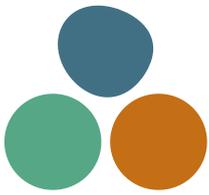
Focus area: Carers Queensland will focus on the enhancement of staff's cultural learning opportunities which will enable us to better support carers who are Aboriginal and Torres Strait Islander peoples.

Action	Responsibility	Timeline	Target
	CEO	November 2018	<ul style="list-style-type: none"> Ensure a protocol for Senior employees is included in Carers Queensland's Cultural Protocol document which encourages a personal response to a Welcome to Country
	CEO	March 2018	<ul style="list-style-type: none"> Create and display an Acknowledgment of Country plaque in Carers Queensland head office and regional offices or on our office building
2.3 Carers Queensland will celebrate and support Aboriginal and Torres Strait Islander employees to engage with their culture and community during NAIDOC Week events	Manager Client Services	July 2016, 2017, 2018	<ul style="list-style-type: none"> Review HR policies and procedures to ensure there are no barriers to Aboriginal and Torres Strait Islander staff participating in NAIDOC Week
	All Team Leaders	July 2016, 2017, 2018	<ul style="list-style-type: none"> Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate in local NAIDOC Week events
	All Team Leaders	July 2016, 2017, 2018	<ul style="list-style-type: none"> Actively encourage and support all staff to participate in NAIDOC Week events within the local community state-wide
	All Team Leaders	July 2016, 2017, 2018	<ul style="list-style-type: none"> Commit to 30 staff attending at least one (1) external NAIDOC Week event
	All Team Leaders	July 2016, 2017, 2018	<ul style="list-style-type: none"> Contact local NAIDOC Week Committees to discuss mutually-beneficial opportunities
	All Team Leaders	July 2016, 2017, 2018	<ul style="list-style-type: none"> Hold an internal or public NAIDOC Week event
2.4 Demonstrate respect, honour and embrace Aboriginal and Torres Strait Islander people's unique cultures and experiences	Marketing and Fundraising Manager	August 2016, 2017, 2018	<ul style="list-style-type: none"> Publish Aboriginal and Torres Strait Islander carer stories and experiences on the Carers Queensland website
	Managers Client Services	February 2019	<ul style="list-style-type: none"> Name new offices and rooms appropriately and in consultation with Aboriginal and Torres Strait Islander peoples, community members and local Traditional Owners
	CEO	March 2019	<ul style="list-style-type: none"> Review and update HR policies and procedures around employee leave for Sorry Business
2.5 Establish an award that recognises the contribution of people who support and promote reconciliation	Marketing and Fundraising Manager	October 2016, 2017, 2018	<ul style="list-style-type: none"> Develop and implement a plan to promote and seek nominations for an annual Carers Queensland Reconciliation Award to recognise groups, businesses or individuals who have demonstrated passion and commitment towards reconciliation
	CEO	October 2016, 2017, 2018	<ul style="list-style-type: none"> Present an internal annual Carers Queensland Reconciliation Award for a member of staff, volunteer or a team that has contributed to Carers Queensland Reconciliation Action Plan to be presented during National Reconciliation Week

OPPORTUNITIES

Carers Queensland is committed to creating equal opportunities for Aboriginal and Torres Strait Islander peoples and communities in the work that we do. We continue encouraging and supporting Aboriginal and Torres Strait Islander staff, clients and carers to increase their personal and professional capacity through education and health.

Action	Responsibility	Timeline	Target
3.1 Increase recruitment and retention of Aboriginal and Torres Strait Islander employees and volunteers within Carers Queensland	Ipswich Team Leader	December 2016	<ul style="list-style-type: none"> Develop and pilot an Aboriginal and Torres Strait Islander volunteer/taster program that promotes Carers Queensland an employer of choice. This will give opportunities for people to experience working with Carers Queensland
	CEO	February 2017	<ul style="list-style-type: none"> Consult with existing Aboriginal and Torres Strait Islander staff on employment strategies including professional development
	CEO	March 2017	<ul style="list-style-type: none"> Implement, review and update the Aboriginal and Torres Strait Islander Employment and Retention Strategy, which includes professional development
	CEO	March 2019	<ul style="list-style-type: none"> Carers Queensland aims to increase Aboriginal and Torres Strait Islander employment by 3% (three staff)
	CEO	March 2019	<ul style="list-style-type: none"> Establish at least one Aboriginal and Torres Strait Islander identified position within Carers Queensland
3.2 Carers Queensland will ensure cultural responsiveness forms part of all internal recruitment and performance review processes	Corporate Manager	December 2016	<ul style="list-style-type: none"> Develop a strategy to review and ensure internal recruitment process is culturally appropriate
	CEO	January 2017, 2018	<ul style="list-style-type: none"> Include cultural responsiveness as part of all staff annual performance reviews in consultation with Traditional Owners and other key stakeholders
3.3 Increase supplier diversity engagement with Aboriginal and Torres Strait Islander businesses in procuring goods and services for Carers Queensland	CEO		<ul style="list-style-type: none"> Review, update and implement an Aboriginal and Torres Strait Islander procurement strategy
	Corporate Manager	September 2016, 2017, 2018	<ul style="list-style-type: none"> Commit to developing at least one (1) commercial partnership per year with an Aboriginal and or Torres Strait Islander business
	Marketing and Fundraising Manager	September 2016, 2017, 2018	<ul style="list-style-type: none"> Investigate commercial opportunities through engagement with Aboriginal and Torres Strait Islander economic development organisations such as Black Business Finder, South East Queensland Indigenous Chamber of Commerce and Supply Nation
	Marketing and Fundraising Manager	September 2018	<ul style="list-style-type: none"> Commit to a procurement target of 2% of expenditure for Aboriginal and Torres Strait Islander businesses and services



Focus area: Carers Queensland will focus on enhancing opportunities for Aboriginal and Torres Strait Islander carers, students and community members to engage in study and employment with our organisation.

Action	Responsibility	Timeline	Target
3.4 Establish and promote a Carers Queensland Aboriginal and Torres Strait Islander student program	Manager New Programs	October 2016	<ul style="list-style-type: none"> Consult, promote and collaborate with Registered Training Organisations (RTO) to increase the recruitment of Aboriginal and Torres Strait Islander carers who wish to undertake the Certificate III in Individual Support
	Manager New Programs	December 2018	<ul style="list-style-type: none"> Commit to recruit a target of 20 Aboriginal and Torres Strait Islander students and/or carers who wish to undertake the Certificate III in Individual Support
3.5 Carers Queensland will increase the number of students who complete the Certificate III unit Working with Aboriginal and Torres Strait Islander Peoples	Manager New Programs	October 2018	<ul style="list-style-type: none"> Develop and implement a strategy to support students to commence and complete Certificate III unit; Working with Aboriginal and Torres Strait Islander Peoples
	Manager New Programs	November 2018	<ul style="list-style-type: none"> Engage an Aboriginal and Torres Strait Islander mentor to assist in delivering the unit
	Manager New Programs	December 2018	<ul style="list-style-type: none"> Commit to a target of 40 students to undertake the unit
3.6 Carers Queensland will increase the number of Aboriginal and Torres Strait Islander young carer student scholarships	Manager New Programs	September 2019	<ul style="list-style-type: none"> Commit to a target of two (2) Aboriginal and Torres Strait Islander young carer students to receive a scholarship through the Young Carer's program to support a successful completion of their education
3.7 Promote reconciliation through Carers Queensland's regional newsletters	Manager New Client Services	May 2016	<ul style="list-style-type: none"> Develop and implement a plan to source reconciliation stories to raise awareness and foster understanding amongst all carers about reconciliation
	Team Leaders	July and December 2016, 2017, 2018	<ul style="list-style-type: none"> Advertise and promote Aboriginal and Torres Strait Islander businesses

TRACKING PROGRESS AND REPORTING

Action	Responsibility	Timeline	Target
4.1 Carers Queensland will report achievements, challenges and learnings to Reconciliation Australia for inclusion in the RAP Impact Measurement Report	Manager New Programs	September 2016, 2017, 2018	<ul style="list-style-type: none"> Collate information annually from regional offices on progress of engagement with Aboriginal and Torres Strait Islander communities to be used as part of the Impact Questionnaire as well as for internal purposes
	Manager New Programs	September 30th 2016, 2017, 2018	<ul style="list-style-type: none"> Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually
	CEO	Submit by August 30th 2016, 2017, 2018	<ul style="list-style-type: none"> Submit an annual RAP report to the Carers Queensland Board of Governance for input, advice and guidance into the implementation of the RAP
4.2 Carers Queensland will review, refresh and update our RAP	Manager New Programs	May 2019	<ul style="list-style-type: none"> Review, refresh and update RAP based on learnings, challenges and achievements
	Manager New Programs	August 2019	<ul style="list-style-type: none"> Send updated RAP to Reconciliation Australia for formal feedback and endorsement
4.3 Carers Queensland will develop better systems for collating qualitative and quantitative data	Corporate Manager	December 2017	<ul style="list-style-type: none"> Streamline and improve internal process to encourage better collection of data that more accurately reflects engagement with Aboriginal and Torres Strait Islander carers, organisations and community groups

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Images used throughout RAP - Title: Binkin

The story: Binkin means turtle and these wonderful sea creatures bless our waters of Quandamooka. They come to feed and nest along our shores. Unfortunately they're under threat of extinction, which is why it's important to maintain a healthy environment and support those who are trying to make that happen. There are many risks involved but as individuals we can try and be respectful to the bay and it's surroundings. As a Quandamooka woman I would be saddened to know Binkin has disappeared forever.

Bio: Shara Delaney is a Quandamooka Woman and a descendant of Granny Mibu, Neli Nidgeri, born at Pulan (Amity) strong Noonuccal/Goenpul women. The Noonuccal, Ngugi and Goenpul people are the traditional custodians of Quandamooka. They are also known as Yoolooburabee, the people of the sand and sea. "My paintings are a reflection of my connection to Quandamooka Country.

I am a Traditional Owner and come from a well respected family. I have always been interested in bright colours, also blues and greens in Indigenous artwork because that connects Quandamooka as saltwater people."

Photography used throughout RAP - Ricki Vale Photography

Ricki is the Studio Owner of Ricki Vale Photography. Ricki has been photographing portraits professionally for 5 years. Photography has been a passion since the young age of 8 years old. Ricki lives on the Gold Coast and has a team of makeup artists and stylists. Ricki was honoured to photograph the Elders from Nareeba Moopi Moopi Pa Aged Care Hostel, "An amazing day shared with beautiful people. A day full of storytelling and laughter and fun".

Printed by Snap Underwood

Snap Underwood is 100% Indigenous Owned. Karen is a proud Noonuccal woman. The Noonuccal, people are the traditional custodians of Quandamooka. (Minjerribah, North Stradbroke Island).

Designed by Bonney Douglas

Bonney has been a graphic designer for over 15 years who specialises in branding and print. Bonney is the lead designer for Snap Underwood and was proud to be invited to create the layout for this RAP.

