

Innovate Reconciliation Action Plan

**December 2023 -
December 2025**

Our vision for Reconciliation



About the artwork

Luke Mallie's artwork beautifully captures our journey towards reconciliation, our acknowledgement of the past, the beauty of our diversity and our excitement for the future by working together.

Beauty in Diversity

We are all connected.

We can look to the diversity of nature where the dragonfly lives in balance with the butterfly, in which we can learn how to live in balance with each other.

As the honey bee collects pollen from the flower for further expansion, we can learn that every choice we make can affect others around us and teach us to make better choices to live in harmony together.

Nature does not dwell on the past but lives strong today to create more growth for tomorrow, therefore, if we remember the past but work together today toward an all inclusive future, we can then respect and recognise the beauty of our diversity.

The gold pattern in the background represents the rich Indigenous history that weaves throughout this great land.

The intense colours of the insects and flowers represent the bright outlook of today, while the fluoro blue outlines represent the vibrancy of future prospects by working together.

Luke Mallie

A note about terminology and our business

- Our people refers to all WMQ employees and volunteers
- Our customers refers to individuals and communities that receive support and assistance from our programs and services
- The terms ‘First Nations Peoples’, ‘First Peoples’ and ‘Aboriginal and Torres Strait Islander peoples’ are used interchangeably to

About the artist – Luke Mallie

Award-winning artist Luke Mallie has earned the reputation as one of Australia’s best Indigenous designers for his amazing artwork.

Luke Mallie is of both Australian Aboriginal and Torres Strait Islander descent with ties to the Kuku Yalanji Nation in the Daintree/Mossman area north of Cairns, North Queensland, and Kubin Village on Moa Island in the Torres Strait Islands. Luke is the youngest of seven children and has always been encouraged to draw by his family since he was a young child.

Luke’s artistic styles are very contemporary and diverse, including original paintings, graphic designs, illustrations, caricatures and more. Luke’s main inspirations for his artworks are from his rich traditional Aboriginal and Torres Strait Islander culture, his family and his tropical surroundings and this influences the rich colours that he uses. His art is also influenced by popular culture and modern architecture, fashion and advertising. Luke’s drive stems from knowing his artwork can inspire and empower others to create something amazing in their own lives.



Luke Mallie
Beauty in Diversity, 2017
Oil on canvas

reference Australia’s First Peoples and communities.

- ‘Second Peoples’, ‘Wider Australians’ and ‘non-Indigenous’ are used interchangeably.

While we endeavour to use terms relevant to the subject, we acknowledge that there is no one preferred term for everyone in the community.

Acknowledgement of Country

In the spirit of Reconciliation, Wesley Mission Queensland pays respect to Elders past, present and emerging and acknowledges the important role Aboriginal and Torres Strait Islander Peoples play within the community.



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A message from the CEO



Wesley Mission Queensland's aim is to create an Australia where all individuals and communities can flourish. Through listening to the voices of First Nations people within our organisation, throughout our networks, and in our communities, we can make significant progress towards making this vision a reality.

We honour the history, culture, and accomplishments of Aboriginal and Torres Strait Islander people, both individually and collectively. We acknowledge the impact that past injustices continue to have on our current and future generations, and we walk alongside First Nations Peoples in our journey for reconciliation.

Our foundations in the life of the Uniting Church mean that we are dedicated to compassion, empowerment, respect, and hope, and these values serve as the foundation for all of our interactions. We are committed to addressing prejudice and inequality through practical goals and measurable outcomes that will result in positive change for all of the people we serve. We hope to create a diverse, just, and empowering organisation for our people, customers, and community by forging meaningful connections with Aboriginal and Torres Strait Islander peoples based on mutual respect and understanding.

This latest version of our Reconciliation Action Plan builds on the achievements and learnings from our Innovate Reconciliation Action Plan, our initial formal commitment to working towards reconciliation. While we are proud of the progress the organisation has made – increasing First Nations staffing and partnerships and the embedding of cultural policies - we know there is much work still to be done and are energised by the opportunities ahead.

We encourage you to join us as together we strive for a more compassionate and inclusive society for all.

Jude Emmer

CEO

Wesley Mission Queensland

A message from Chair, Reconciliation Action Plan Steering Committee and Manager of Reconciliation and Diversity & Inclusion



Through a reflective process we discovered that while great progress had been made in our approach to reconciliation over the years of our previous Innovate RAP, there was still room to learn and do better.

I am proud to present WMQ's Innovate RAP 2.0. This plan builds on WMQ's and its people's commitment to reconciliation by attempting to embed a deeper understanding of First Nations peoples' heritages and cultures. We recognise the evolving journey and opportunities that await when we focus on improving the lives of all First Nations peoples. I want to thank the many employees and community members who contributed their time and ideas to the development of this plan. Such introspection and dedication will result in a brighter and more inclusive future for all.

We decided to include a new and extremely important pillar in this RAP V2.0 as part of this review: truth-telling. Our commitment to truth-telling will focus us on being open and honest about our shared history and how it shapes today and our collective future. WMQ believes in reconciliation with our First Nations peoples. We support it because it is the right thing to do, because it benefits our organisation and community, and because our charter obligations extend to all First and Second Peoples. We recognise First Nations peoples' contributions to society, the economy, and the environment.

We hope that by carrying out the activities outlined in the Innovate RAP, we will be able to create opportunities for First Nations people. In addition to our current programs to raise cultural awareness, we will be able to contribute to further reconciliation between First and Second peoples. We aim to have a positive impact on policy decisions and program outcomes that benefit the entire country by leveraging the diverse skills and expertise of our people and the communities they serve.

We aim to create a culturally safe work environment by developing and strengthening relationships with our people and stakeholders, as well as acknowledging and respecting the two worlds that our First Nations employees navigate.

First Nations employees' career development and advancement is a key strategic focus. Representation will be important in all aspects of our staffing practices, including recruitment, career development, and the development of talent pipelines across all classification levels.

I encourage everyone to take action towards the goals of reconciliation in our workplace and in how we address our core business. This is a shared journey and a commitment to constant reflection, evaluation, consultation and action.

Eddie Solien

Manager Reconciliation and Diversity & Inclusion

Chair, Reconciliation Action Plan Steering Committee

A message from Reconciliation Australia



Reconciliation Australia commends Wesley Mission Queensland on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Wesley Mission Queensland continues to be part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Wesley Mission Queensland will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Wesley Mission Queensland using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Wesley Mission Queensland to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Wesley Mission Queensland will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Wesley Mission Queensland's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Wesley Mission Queensland on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Image: Two people's hands resting on one's lap. This image convey themes of care, generational connections and support.

Wesley Mission Queensland’s vision for reconciliation is for all people to stand unified in an equal and inclusive future. We commit to enhancing opportunities for Aboriginal and Torres Strait Islander peoples and celebrate diversity. WMQ commits to truth-telling and deep listening to support the healing of our nations.

About Wesley Mission Queensland

Since 1907, Wesley Mission Queensland (WMQ) has been helping people across Queensland build stronger and more inclusive communities. As a not-for-profit organisation we provide community support, hardship and emergency relief, mental health and disability services, aged care and palliative care, and retirement living through our 13 residential aged care homes, three retirement villages, 15 specialist disability accommodation facilities and two hospices. We also deliver statewide community support and Auslan interpreting services to members of the Deaf community nationally.

WMQ operates as an Institution of The Uniting Church Queensland Synod. We work collaboratively with other Uniting Church congregations, community organisations and government bodies to provide accessible and flexible services to older people, those living with a disability or mental illness, and vulnerable children and families. Through its Reconciliation Action Plan, Wesley Mission Queensland celebrates diversity and stands with First Nations Peoples for an equal and united future.

With more than 3000 employees and 2400 volunteers working across approximately 90 services in Queensland, we are guided by the Wesley Charter, a framework that guides our interactions with the diverse range of people we serve.

Thanks to donors, sponsors and strong Federal and Queensland State Government partnerships, as well as our diverse range of services, WMQ has

a unique ability to initiate services in response to the ever-changing needs within the community. As Australia grows in cultural diversity, so does our customer base. WMQ is committed to providing services that take diversity into consideration. By honouring our commitment to learn all we can about the vast and vibrant cultures, values, beliefs and behaviours of our customers, we can provide better services that meet their needs.

The Albert Street Uniting Church Congregation out of which WMQ has grown has been providing support to people experiencing hardship for more than 175 years. Whether it be a significant life change, or a time of emotional, physical and financial need, we are here to help. Our people assist with crisis relief, housing and homelessness support, youth and parenting support, mental health services and palliative and hospice care.

We recognise the diversity of Australian Aboriginal and Torres Strait Islander people and that they are descended from distinct family lines with distinct histories and traditions. They reside in varied geographical regions throughout Australia, in each state and territory, with some residing in big cities and others in rural and suburban areas. Torres Strait Islander languages, culture, and history are notably distinct from Aboriginal languages, culture, and history. Our sphere of influence consists of our employees, program participants, program partners, funders, suppliers, and other non-profits, businesses, schools, health services, and community organisations.



Purpose

To participate in the mission of God towards reconciliation, transformation, justice and hope for all people.

Vision

A compassionate, just and inclusive society for all.

Mission

We walk alongside people in need, offering care and compassion and promoting choice, independence and community wellbeing.

Values

Integrity, Respect, Empowerment, Hope, Justice, Compassion, Innovation

An annual view of WMQ

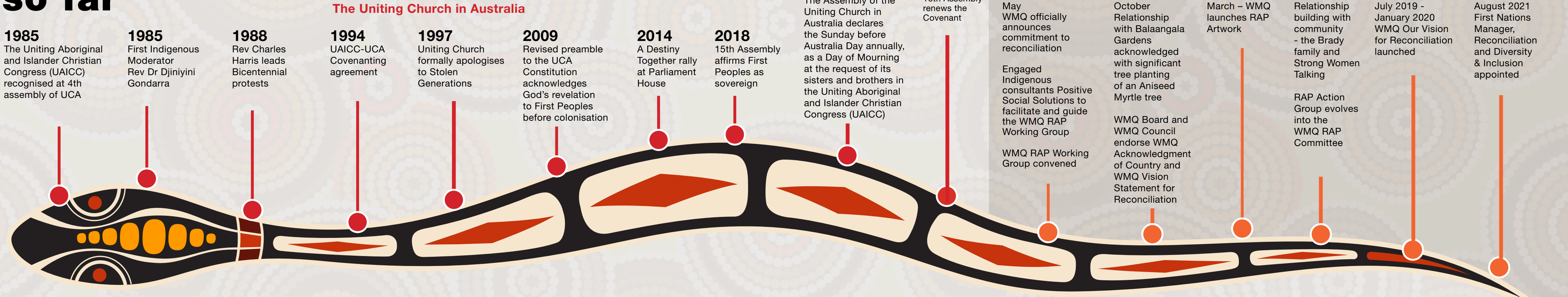
- More than 14,000 community meals provided to those in need annually
- Around 1000 aged care residents are supported to lead a fulfilling and independent life
- More than 530 retirees reside in our award-winning independent retirement villages
- 7 housing and homelessness services assist almost 2500 people
- More than 3600 children, youth and families who are vulnerable or at risk supported through WMQ Youth and Families services and various Community Youth Hubs.

Our people work to make a difference in people’s lives by building relationships, showing respect and demonstrating compassion.

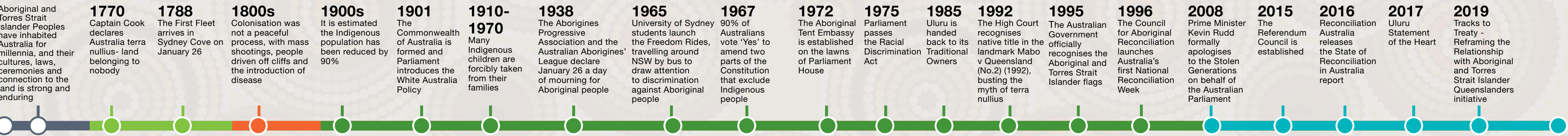
Image above left to right: Aunty Edwina Lingwoodock, Director Strong Women Talking and Sono Leone, CEO Strong Women Talking

Our RAP - the journey so far

Wesley Mission Queensland understands the ministry of reconciliation as a strategic priority for the Uniting Church in Australia, and a crucial part of our own identity and mission. Our purpose is “To participate in the mission of God towards reconciliation, transformation, justice and hope for all people”. Our official journey towards reconciliation with Australia’s First Peoples commenced in May 2016 when we signified our intention to develop our own Reconciliation Action Plan.



For more than 65,000 years



First Nations Employment

Despite continued effort to support First Nations employment, only 29 current WMQ employees are First Nations Peoples', representing 0.8% of the workforce. In addition we also have 2 First Nations volunteers.

WMQ is looking to implement a new strategy to increase the number of First Nations employees – creating a workforce reflective of the size of the First Nations population which equates to 3.2% or 109 by 2025 and that aligns to our WMQ Strategic Plan 2022 – 2025: Key Focus Area 2 Building Stronger Communities: We influence and advocate for positive social change. Aboriginal and Torres Strait Islander people represented 3.2% of the population according to the Australian Bureau of Statistics 2021 Census of Population and Housing.

At WMQ, we recognise the importance of First Nations employment and the positive impact it can have on both individuals and communities. First Nations employment is an essential part of creating a diverse and inclusive workplace that reflects the values and needs of our community. By providing employment opportunities to First Nations individuals, we can help reduce employment disparities, promote economic independence, and create a more sustainable future for all. First Nations employment is an important step towards reconciliation, as it acknowledges the important contributions of First Nations peoples to our organisation and our community. At WMQ, we are committed to fostering a workplace that supports the goals of our First Nations employees and creating opportunities for them to grow and develop their skills. We believe that by prioritising First Nations employment outcomes, we can contribute to a more just and equitable society for all.

Another top priority at WMQ is to provide meaningful employment opportunities for First Nations volunteers who have demonstrated their dedication to our organisation and our mission. We recognise the valuable contributions these individuals have made to our organisation, and we believe that they have the skills and experience necessary to succeed in paid employment. Our intention is to convert these First Nations volunteers into paid employees, providing them with a stable income and the opportunity

to further develop their skills and experience. By doing so, we hope to foster a more inclusive and diverse workplace that reflects the values of our organisation and serves our community more effectively.

Our RAP

WMQ is committed to justice for First Peoples as a strategic priority, and recognises the significance of truth-telling in advancing our collective comprehension of the effects of colonisation and dispossession. Guided by national and international examples of formal procedures in truth-telling, we will conduct research and build a series of conversations that facilitate learning, healing, and change. We strive for restorative justice by recognising the history of dispossession and inequality of First Nations people.

Our vision for reconciliation is for all people to stand unified in an equal and inclusive future. We commit to enhancing opportunities for Aboriginal and Torres Strait Islander people and celebrating diversity. We have created the role of Manager Reconciliation and Diversity and Inclusion to ensure our reconciliation goals are properly prioritised and resourced.

WMQ, as an integral part of the Uniting Church, aligns with the Uniting Church's recognition of Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia. This acknowledgement is explicitly stated in the Preamble to the Uniting Church Constitution and further emphasised through the 'Statement from the Heart' agreement, which was reached during the Uluru national gathering of First Nations leaders in the previous years.

- The fallacy of terra nullius has now been established in court by the Mabo decision, removing the foundation for British sovereignty. First Peoples' sovereignty is affirmed, First People have a voice in the decision making and empowered to live out their right to self-determination. The Uniting Church Assembly rejected the "Doctrine of Discovery," which granted the authority to grab land and waters, neglect the population, and even conduct mass murder. This repudiation undermined any basis for claiming that First Nations sovereignty had been lost.



Connection with country

Over the past few years, Wesley Mission Queensland has formed a strong connection with the Ngarang-Wal Gold Coast Aboriginal Association (NGAA) which works to protect the Guanaba First Nations Protected Area at the foot of Mount Tamborine. The NGAA generously allowed WMQ's RAP Steering Committee to meet on this land, where a Smoking Ceremony and truth-telling session were facilitated by Project Coordinator Justine Dillon. Justine is a Traditional Owner and her strong cultural connections and background in education have been hugely beneficial to WMQ. She has consulted on WMQ projects and events, giving her time to provide Welcome to Country and share her knowledge as panelist and speaker during National Reconciliation and NAIDOC Week events. Justine also consulted on WMQ's cultural protocol document and her input was invaluable to ensuring local First Nations voices were included.

The relationship between NGAA, Justine and WMQ reflects the importance the organisation puts on forming meaningful connections to Country and people where its services are located and its eagerness to hear and learn from Traditional Custodians of the land.

Image above, front row seated from left to right:
Sue Allcroft, Anneline Kinnear, Linh Pierson, Aunty Rose Faud, Irene Kennedy.

First standing row from left to right:
Amy O'Loughlin, Mary Denniz, Board Chairperson Elaine Rae, Bronwen Clark, Tracey Green, Selina Beauchamp, Julie Garner, Kelly McGregor, Jo Gair, CEO Jude Emmer, Danielle Sullivan, Pania Taramai

Last standing row from left to right:
Edward Solien, Andrew Dawson, Shane Tapping, John Livesey, Board member Mark Townend, Helen Liveri, Emma Ashe

Our RAP

- Our Innovate Reconciliation Action Plan 2.0 outlines our strategies, goals and achievements towards reconciliation. It guides our organisation on how to build positive and stronger relationships between Aboriginal and Torres Strait Islander peoples, communities, organisations and the broader Australian community. All our people are provided with this document and given opportunities to engage with reconciliation initiatives.
- Our journey to reconciliation will require everyone’s input from all voices, as well as local First Nations leaders and community members.

Reconciliation Action Plan Steering Committee

At WMQ, we are proud of the work of our Reconciliation Action Plan Steering Committee and the progress we have made towards reconciliation. However, we also recognise that there is much more work to be done. We are committed to continuing our efforts to create a more just and equitable world for all, and we invite our community to join us on this journey towards a more progressive future.

WMQ has ensured that the RAP Steering Committee has clear and inclusive terms of reference that prioritised the inclusion and participation of First Nations voices. WMQ has set specific goals for First Nations representation on the committee and ensures that First Nations perspectives are integrated into the committee’s decision making processes.

Most importantly, WMQ provide cultural safety training to all the members of the committee to ensure that they understand First Nations cultural protocols, values and beliefs making it a safe and welcoming environment for First Nations participants.

It is essential to actively listen to and incorporate the perspectives and voices of First Nations participants in decision-making processes. This can involve prioritising First Nations participants input and feedback, acknowledging and addressing power imbalances, and creating opportunities for First Nations participants to take on leadership roles within the committee.



This image features a close up of a person's hand embracing the tree trunk and conveys a sense of connection with nature and drawing strength.

WMQ Reconciliation Action Plan Steering Committee Members

Second Peoples Representatives

- Jude Emmer
Chief Executive Officer
- Danielle Sullivan
Executive Manager, Office of the CEO & Board Secretary
- Colleen Geyer
Director of Mission
- Tracey Green
Director of People and Culture
- Pania Taramai
Co-Chair Reconciliation Action Plan Steering Committee, WMQ Coordinator – Eagleby Community Support Program
- Terri Crook
Manager Talent Acquisition
- Mary Denniz
WMQ People and Culture Business Partner
- Fran Larkey
WMQ Manager – Research and Innovation
- Barb McKay
Manager - Procurement and Fleet Services

First Nations Representatives

- Edward Solien
Badu Island, Torres Strait Islander man, Chair, Reconciliation Action Plan Steering Committee Chair, Diversity & Inclusion Steering Committee, WMQ Manager Reconciliation and Diversity & Inclusion, Office of the CEO
- David Paasi
Budjiti man, WMQ First Nations Liaison Officer
- Shawn Blucher
Wulli Wulli woman, WMQ Clinical Centre Manager, Headspace Fraser Coast
- Natasha Williams
Nunga woman, WMQ Administration Coordinator, Mental Health Services
- Chris Schlieff
Thursday Island, Torres Strait Islander, WMQ Residential Aged Care Facility Manager
- Aunty Rose Faud
Poruma Island, Torres Strait Islander Elder, WMQ Care Companion and Cultural Appreciation Officer

External First Nations Representatives

- Sono Leone
CEO Strong Women Talking

External First Nations Partners

- Justine Dillion
Kombumerri & Quandamooka woman, Project Manager at Ngarang-Wal Gold Coast Aboriginal Association Incorporated
- Dr Jessa Rogers
Wiradjuri woman, WMQ Board Member

WMQ’s Reconciliation Journey: significant challenges and key learnings

Our previous 2020-2022 Innovate Reconciliation Action Plan was ambitious. While implementing the RAP, we learned primarily about accountability and governance. We determined that the reporting arrangements for our RAP were not communicated and comprehended within WMQ broadly. Taking these lessons into account, we have built a more robust governance system that is linked to the larger inclusion strategy and reporting procedures of WMQ. We have bolstered business representation on the RAP Committee, including the appointment of a Torres Strait Islander person to manage Reconciliation and Diversity and Inclusion to set the tone for everyone in the organisation, encouraging our people and elevating our journey of reconciliation. With this knowledge, we are more certain that we will have the required reporting and accountability mechanisms to meet our reconciliation goals.

First Nations Recruitment Strategic Framework

WMQ has enthusiastically embraced the opportunity to establish a First Nations Recruitment Strategic Framework. Supported by the WMQ Executive Leadership Team, WMQ is actively addressing its desire to increase employment opportunities for First Nations People. Some challenges have been experienced that have recognised the need for culturally appropriate education for all WMQ employees, to foster a culturally safe and inclusive supported environment for First Nations People. We have introduced mandatory online WMQ cultural awareness modules with a target that all our people have undertaken the training by June 2024. This commitment is fundamental to the success of the framework and delivering on our employment targets.

First Nations procurement strategy

At WMQ our initial approach to First Nations procurement was guided by informal frameworks. We have learnt that a structured approach through formal strategies will empower all our people to procure from First Nations owned and run businesses and suppliers. We will be investing in our capacity by liaising with our First Nations Employee Reference Group, WMQ Reconciliation Action Plan Steering Committee and external First Nations community connections for shaping, monitoring and refining our procurement strategies. This includes the development of First Nations procurement strategies that will be included in WMQ’s overarching procurement policies and procedures.

Deadly Connections

WMQ understands how important it is to support and engage First Nations employees, promote cultural awareness and education, and contribute to reconciliation efforts. By valuing and prioritising First Nations perspectives and participation, we can help create a more inclusive and culturally aware workplace and contribute to positive social change. WMQ have a First Nations employee network called Deadly Connections that is composed of only First Nations employees who work together to promote cultural awareness and inclusion, provide support and mentorship to First Nations employees, and help identify opportunities for First Nations participation and engagement. This initiative is lead by WMQ Manager Reconciliation and Diversity & Inclusion.

Image: This image is a close up of someone’s hand holding a greenstone representing concepts of cultural significance.





Our RAP continued

First Nations representation in leadership

WMQ has accomplished the following in the first 12 months since the appointment of a First Nations leader.

- Increased the number of First Nations employees from seven on 30 June 2021 to 26 in this reporting period. This significant increase occurred because those employees felt culturally safe to identify as Aboriginal and Torres Strait Islander.
- Doubled our formal and informal partnerships with Aboriginal and Torres Strait Islander organisations while maintaining those established last year.
- Spent more than \$250,000 with Aboriginal and Torres Strait Islander businesses/ service providers
- Provided 41 hours of pro bono services to First Nations grassroots organisations, worth approximately \$72,000
- WMQ's online training in cultural awareness and appreciation increased by 280%. An online Cultural Awareness Training workshop was held during National Reconciliation Week with high employee engagement and overwhelmingly positive post-event feedback.
- To assist with retention and laying the foundation for good supervisory relationships, WMQ Manager Reconciliation and Diversity & Inclusion hosted WMQ's first formal Yarning Circle in November 2021 with 100% participation from employee identifying as First Nations. This event provided a safe space for all to speak without judgement and marked the beginning of building meaningful relationships between executive leadership and First Nations employees. Yarning Circles will continue to be hosted quarterly.

Supporting the development of First Nations leaders gives WMQ hope that the future will be far more culturally conscious, dynamic, healthy, and safe for First Nations people. We identified what we want our future to look like - for our First Nations employees to feel safe, to feel connected and to have a sense of ownership and control over their destiny. We learnt that having a person who identifies as First Nations will have an important role in the defining of our journey to reconciliation. First Nations people provide the sense of perpetuity, and their voices can, and must, be heard.

The membership of the WMQ RAP Steering Committee has been refreshed. When the committee commenced in 2016, First Nations people were not represented on the committee. Over the years representation has increased. We are delighted that there are currently six First Nation representatives on the RAP Committee. At the meetings, the enthusiasm and dedication to delivering on WMQ's RAP promises are exhibited via the sharing and giving of time, as well as the authenticity and depth of lived experience.

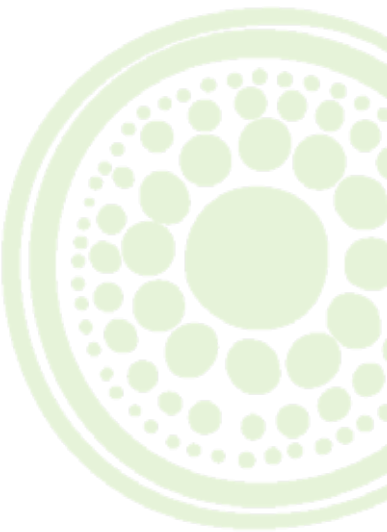


Image: This image is a close up of someone's hand holding a greenstone representing concepts of cultural significance.

Advocacy in recruitment

WMQ actively strives to be a champion for First Nations employment. We promote opportunities for Aboriginal and Torres Strait Islander professionals, health and aged care workers. Our dynamic strategy not only highlights First Nations talent but also ensures a nurturing and culturally respectful recruitment process.

Our approach is not only to increase employment opportunities within WMQ but also facilitate opportunities within our organisation or connect individuals with external roles through our networks. Our efforts are driven by a commitment to inclusivity, cultural sensitivity and a desire for positive social change.

To harness the workforce's full potential, WMQ developed a unique way of screening First Nations candidates. To have a pulse on the changing employee dynamic, take action and regain positive worker sentiment, our approach has been to support First Nations People in sustainable meaningful employment, through screening and career consultations. First Nations applicants are provided advice, mentoring and other specialist supports at the start of the recruitment cycle, giving them the best experience and journey. WMQ facilitates a productive guidance process to:

- understand the cultural context of the career seeker
- identify any special needs
- adapt candidate technique and process to suit the career seeker
- establish the best possible conditions for effective communication
- explain the process to alleviate any concerns and clarify expectations.

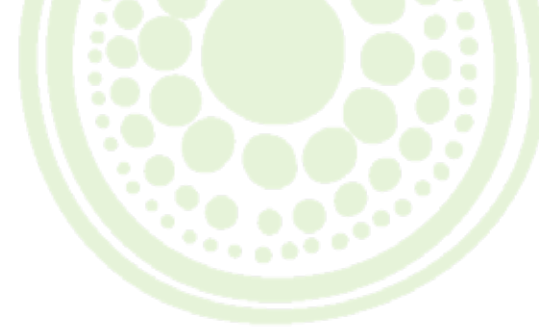



Image right: David Paasi, Indigenous Liaison Officer
Reconciliation, Reconciliation Action Plan Committee
Member

Wesley Mission Queensland’s Reconciliation Action Plan

Relationships			
<div></div> <p>Building relationships with First Nations people is important for WMQ to achieve greater reconciliation in all of its communities. By engaging in genuine, meaningful, and trustworthy partnerships with First Nations communities, businesses, and individuals, WMQ can help promote understanding, trust, and respect between First Nations and non-Indigenous people, gain important insights into First Nations perspectives and needs, and work effectively in partnership with First Nations communities to promote positive social change.</p> <p>WMQ seeks to establish genuine, meaningful, and trustworthy partnerships with the communities, businesses, and individuals of First Nations Peoples. We endeavour to strengthen existing relationships with Traditional Custodians of the land of which we work. We will continue to learn from them, hear their perspectives, and be guided by their expertise as we work towards our shared objective of achieving greater reconciliation in all of our communities.</p>			
Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	April 2024 and October 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2024	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	• Explore the possibility of collaboration and the establishment of a mutually beneficial relationship with a grassroots First Nations organisation.	June 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	• Develop a resource of preferred educators, artists, and performers (recommended service providers) in cooperation with local First Nations organisations within WMQ's geographical boundaries.	December 2024	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our people.	April 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	• WMQ RAP Committee members to participate in an external NRW event.	27 May-3 June 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May-3 June 2024, 2025	Executive Manage, Office of the CEO
	• Organise at least one NRW event each year.	27 May-3 June 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO

Relationships			
Action	Deliverable	Timeline	Responsibility
	• Register all our NRW events on Reconciliation Australia's NRW website.	May 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	• During NRW, share the story of an Aboriginal or Torres Strait Islander team member on The Nest (internal communication).	27 May-3 June 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	• Host a Yarning Circle Internal event and invite Aboriginal and Torres Strait Islander communities (customers, Elders, organisations) to share their stories or experience with WMQ.	May 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	• Host an online event that celebrates First Nation cultures, histories and traditions involving First Nations leaders and community members to share their stories and perspectives and promote an understanding and awareness of First Nations cultures.	May 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	• Connect with our local NRW working groups to see how WMQ can assist and support their local activities.	January 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
3. Promote reconciliation through our sphere of influence.	• Develop and implement Communication and Engagement Strategy to raise awareness of reconciliation across our workforce.	September 2024	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	• Communicate our commitment to reconciliation publicly.	April 2024. 2025	Chief Executive Officer
	• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	June 2024	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	• Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	January, April, August and November 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	• Share and promote reconciliation events with WMQ's community partners clients and industry groups.	April 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	• Promote reconciliation throughout the year by hosting a diverse range of internal events (seminar series, guest speakers, cultural experiences) and encouraging our people's participation in external events.	August 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO




Embedding First Nations cultural safety in service delivery

Over the past two years, headspace Hervey Bay and Maryborough have worked to increase engagement with First Nation peoples to improve access to services by creating a culturally responsive environment for young people and workers. Three workers from Aboriginal and South Sea Islander backgrounds have been employed, all with varying experiences and connection to culture. These employees work across multiple programs, including Suicide Prevention, headspace Work and Study, Aboriginal and Torres Strait Islander Youth and Family Worker, and Access and Engagement. Having First Nations people employed in the service has ensured First Nations perspectives embedded into the running of the centre and engagement with Aboriginal and/or Torres Strait Islander young people and the wider community.

In March 2022, an Aboriginal and Torres Strait Islander Youth and Family Recovery Worker began at headspace Hervey Bay and Maryborough. The impact on engagement since employing First Nations people can be seen by the increase in 55 new young people who identify as Aboriginal and/or Torres Strait Islander presenting to the service from March 2022 – September 2022, at the parent Hervey Bay centre alone. Across both centres, young people identifying as Aboriginal and/or Torres Strait Islander make up 25-35 per cent of the total clients over the past two years. These statistics show that having a diverse team and culturally safe work environment for workers and young people, improves access of service and promotes mental health wellbeing for mob.

Image above left to right: Edward Solien, Jude Emmer, Danielle Sullivan, Dean Nixon, Shawn Blucher

Relationships			
Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none">RAP Steering Committee members provide RAP updates to their senior leadership meetings to provide them with information to share with their employees.	March and September 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	<ul style="list-style-type: none">Develop and implement a new RAP communications strategy to ensure our people are aware of the deliverables and can build the relevant actions into their work practices.	April 2024	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	<ul style="list-style-type: none">Investigate an online RAP community of practice with other agencies under Uniting Church to develop ways to advance reconciliation.	April 2024	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	<ul style="list-style-type: none">Maintain an effective Deadly Connections Employees Reference Group of employees who identify as Aboriginal and/or Torres Strait Islander for networking and consultation on key issues.	January, March, May, July, September and November 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
4. 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.	February 2024	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	<ul style="list-style-type: none">Discuss WMQ anti-discrimination policy with our Deadly Connections Employee Reference Group for continuous improvement.	March 2024	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	<ul style="list-style-type: none">Engage with Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	April 2024	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	<ul style="list-style-type: none">Promote good news stories on our internal social media of successful reconciliation initiatives that were implemented.	January, March, May, July, September and November 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	<ul style="list-style-type: none">Provide ongoing education opportunities for senior leaders and managers on the effects of racism and for senior leaders to publicly support anti-discrimination initiatives against racism.	November 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	<ul style="list-style-type: none">All WMQ employees will complete the System Assigned Mandatory Education on Bullying, Harassment and Discrimination Learning Program annually.	April 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO

Respect			
<div></div> <div><p>As sovereignty was never ceded, WMQ recognises Aboriginal and Torres Strait Islander Peoples as Australia’s First Peoples and celebrates our diversity and uniqueness.</p><p>Respect is one of the guiding principles behind WMQ’s mission to foster an inclusive society with an emphasis on social justice.</p><p>We are devoted to meaningful consultation, genuine understanding of people, culture, history, and relationship to the land and to each other.</p><p>We commit to a process of truth-telling, to being truthful about our past and how it influences us today and to being collaborative and optimistic about our future. Speaking the truth and the sharing of stories demonstrates respect and connections and promotes healing.</p></div>			
Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, history, knowledge and rights through cultural learning.	• Conduct a review of cultural learning needs within our organisation.	September 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	November 2024	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	• Develop and implement the cultural learning strategy for our people in collaboration with the Deadly Connection Employee Reference Group.	June 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	• Provide opportunities for WMQ RAP Committee members, People and Culture managers and other key leadership staff to participate in formal and structured cultural learning.	January 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	• Develop and deploy a mandatory online cultural appreciation training module.	January 2024	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	• Develop an organisational communication plan to launch the cultural appreciation training modules.	March 2024	Manager Reconciliation and Diversity & Inclusion, Office of the CEO

Respect			
Action	Deliverable	Timeline	Responsibility
	• Target 100 percent completion of new hires and 75 percent of the existing employees in the first year of implementing the mandatory cultural appreciation training modules.	June 2024	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	• Target 100 percent of the existing employees in the second year of implementing the mandatory cultural appreciation training modules.	June 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	• Evaluate the impact of the online cultural appreciation training.	August 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	• Develop and implement a twice-yearly cultural safety temperature check.	March and September 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	• Create an online asset bank of WMQ’s approved First Nations design elements, artwork, icons, branding and photos for all our people to access.	March 2024	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	• Each member of the Executive Leadership Team and RAP Steering Committee will undertake at least one cultural immersion experience yearly.	October 2024, 2025	Executive Manager, Office of the CEO
	• Investigate local cultural immersion opportunities for all WMQ employees.	December 2024	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	• Examine the Customer Handbook, Welcome Packs, and advertising materials to ensure that the WMQ Reconciliation Statement and Cultural Liaison Officer details are included.	April 2024	Manager Reconciliation and Diversity & Inclusion, Office of the CEO

Community partnerships

Since the appointment of an Aboriginal and Torres Strait Islander Youth and Family Recovery Worker in March 2022, WMQ Mental Health Services Hervey Bay has built and maintained a positive, mutually beneficial relationship with both Kal’ang Respite Centre and Butchulla Aboriginal Corporation (BAC). The collaborative approach assists First Nations youth in recognising and addressing their social and emotional wellbeing in a culturally safe environment.

Ensuring cultural protocols are maintained, followed and respected, the team from Kal’ang Respite Centre, WMQ Mental Health Services Hervey Bay and Butchulla Aboriginal Corporation meet with local Butchulla Elders every two weeks. They work collaboratively towards a culturally appropriate healing process and framework that allows the First Nations youth to explore their cultural links.

We would like to acknowledge Aunty Joyce Bonner in guiding WMQ, ensuring we provide a culturally safe service provision for the community’s First Nations Youth and in particular the development of a program tailored specifically for First Nations young females and conducting Women’s Business. The Women’s Healing Retreat on K’Gari is a shared journey of healing, connecting with Country, community and spirituality facilitated by WMQ Mental Health Services Aboriginal and Torres Strait Islander Youth and Family Recovery Worker and Butchulla Aboriginal Corporation (BAC).

Image: Kairee Blackwood, Aboriginal/Torres Strait Islander Youth & Family Recovery Worker, headspace Fraser Coast and Bonnie Williams, Manager of Kal’ang Respite Care Centre Aboriginal Corporation



Respect			
Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander People by observing cultural protocols.	• Increase our people’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Februrary 2024	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	• Revise the cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country with the Deadly Connection Employee Reference Group and republish.	June 2024	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	June 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	January 2024	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	• Support annual community of practice workshops aimed at the development of personalised, meaningful Acknowledgement of Country.	27 May - 3 June 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	• Create and display a geographically specific Acknowledgement of Country plaque at each location.	June 2024	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	• Investigate the opportunity to rename office meeting spaces to names of significance in local Traditional Owners language (Consult with local Traditional Owners).	February 2025	Executive Manager, Office of the CEO
	• Name all meeting rooms with a name of significance for Traditional Owners (dependent on the above).	June 2025	Executive Manager, Office of the CEO
7. Build respect for Aboriginal and Torres Strait Islander cultures and history by celebrating NAIDOC Week.	• RAP Steering Committee to participate in an external NAIDOC Week event.	First week in July, 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	• Review People and Culture’s policies and procedures to identify and remove barriers to our people participating in NAIDOC Week.	December 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	• Promote and encourage participation in external NAIDOC events to all our people.	First week in July 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO

WMQ campfires - Yarning Circles

In First Nations peoples’ culture, yarning and storytelling are very important. Yarning is an informal conversation that is culturally friendly and recognised by First Nations people as an opportunity to talk openly or provide and receive information. Yarning Circles are designed to allow all participants to have their say in a safe space without judgement. Each participant is encouraged to speak, one at a time, without interruption. This is a process that helps to develop deep listening skills, sharing of knowledge and establishing rules around respectful behaviour.

WMQ actively promotes and supports First Nations engagement, participation and the right to self-determination through the use of culturally appropriate practices and processes while seeking mutually beneficial outcomes in commercial environments.

WMQ’s Manager of Reconciliation and Diversity & Inclusion hosts quarterly Yarning Circles and ensures the attendance of our Executive Leadership team members (ELT). It is important that ELT members attend the sessions prior to cultural proceedings in the afternoon, where the time and space is held exclusively for First Nations employees.

First Nations Elders play an important role as the community looks to Elders for guidance. Respect for Elders is based on community engagement, spirituality, physical and emotional wellbeing, and wisdom gained through life experience. Elders have played a pivotal role in maintaining community wellbeing and the active participation of Elders in the governance of their community has shown to produce a number of benefits including preventing cultural erosion and increasing community cohesion, especially regarding the effectiveness of community-led health initiatives.

WMQ is privileged and honoured to have Elders from Brisbane’s Northside participate in one Yarning Circle a year. Elders’ leadership, wisdom and life

experience are vital resource for WMQ’s organisational community offering strategic advice and outcomes.

Integral to the success of our key deliverables within our RAP, WMQ Yarning Circles are not a tokenistic gesture but a movement and an innovative approach which creates a greater understanding and cooperative working relationship between our First Nations employees and Second Peoples.



Image above: Sono Leone, Aunty Edwina Lingwoodock, Amy O’Loughlin, Pania Taramai

Respect			
	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none">Organise an internal Truth-Telling NAIDOC WEEK event and invite First Nations Community members to attend.	First week in July, 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	<ul style="list-style-type: none">Provide all our people with resources to continue learning about Aboriginal cultures and histories including access to books, articles, documentaries and line courses.	First week in July, 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	<ul style="list-style-type: none">Local native Australian trees are planted during NAIDOC Week.	First week in July, 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
8. Support the right of self-determination of First Nations people and cultures by promoting truth-telling.	<ul style="list-style-type: none">Promote events lead by the Uluru Dialogue ensuring our employees are kept up to date on the progress of the implementation of the Uluru Statement from the Heart.	July 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	<ul style="list-style-type: none">Arrange a speaker from the Uluru Dialogue to present online to our people and clients providing an update at least once a year.	October 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	<ul style="list-style-type: none">Develop booklets for each local service and program that will provide truth-telling information about the local histories of First Nations peoples and their lands.	December 2024	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	<ul style="list-style-type: none">Provide safe spaces and host story telling sessions and events specifically focused on truth-telling (yarning circles, workshops and public forums).	July 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	<ul style="list-style-type: none">Track the number of participants attending truth-telling events or engaging in truth-telling activities.	June 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	<ul style="list-style-type: none">Engage in ongoing consultation and dialogue with First Nations communities and conduct one focus group yearly in program design, delivery and evaluation.	April 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	<ul style="list-style-type: none">Promote and publish finding from Truth and Reconciliation Commissions to our people and our customers.	March and August 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO

Strong Women Talking

As part of its reconciliation journey, WMQ recognises the benefits of partnering with First Nations organisations who have existing relationships and in-depth knowledge of community needs. Strong Women Talking is one such organisation, running a grassroots program that provides a space for First Nations’ women affected by domestic violence to feel comfortable and safe to start their healing, in a culturally-led, respectful and appropriate way.

WMQ has provided a permanent dwelling at its Chermside campus for Strong Women Talking to run its operation from, as well as critical infrastructure and support. In doing so, funds that would otherwise have been required for property leasing and operations have been able to be used to expand and strengthen the program.

With this support, Strong Women Talking has been able to grow from one part-time employee to four. The organisation has also achieved the following:

- supported over 160 women in the last 3 years
- in 2021/22 doubled the amount of healing journeys completed over the 2018/20 three-year period
- implemented workshops in prisons to help First Nations prisoners affected by domestic violence
- joined the National Action Against Domestic Violence (NAADV) local network.

The partnership has been a two-way street, with Strong Women Talking’s Sono Leone generously sharing her time, knowledge and lived experience at various WMQ events. We are proud to collaborate with an organisation performing such important work and share Strong Women Talking’s vision of breaking the cycle of family and domestic violence.



Image above: Sono Leone, Strong Women Talking and Danielle Sullivan, Executive Manager, Office of the CEO & Board Secretary



Opportunities



WMQ aims to create culturally safe workplaces and is committed to investing in professional career development for WMQ’s First Nations employees. WMQ also seeks to support self-determination for First Peoples-owned businesses and organisations. Through collaboration, partnership and the identification of preferred supplier chains, WMQ recognises the economic benefits that such businesses provide to local communities.

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	February, May, August, November 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	• Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	March, June, September, December 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	• Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Review March 2024	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	• Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	January, March, May, July, September and November 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	• Review People and Culture recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	October 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	• Develop a First Nations orientation pack for new starters to include a message from the Manager of Reconciliation and Diversity & Inclusion, WMQ’s RAP, Invitation to the Deadly Connection Employee Reference Group and dates for the mandatory Yarning Circles.	June 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	• Work towards achieving 3.4% Aboriginal and Torres Strait Islander employees in our workforce, with a 75% retention rate by 2025.	December 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	• Increase Aboriginal and Torres Strait Islander representation to 45 or 1.5% of the workforce, achieve a retention rate of 65%.	June 2024	Manager Reconciliation and Diversity & Inclusion, Office of the CEO




Opportunities

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none">Increase Aboriginal and Torres Strait Islander representation to 112 or 3.4% of the workforce, achieve a retention rate of 75%.	December 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	<ul style="list-style-type: none">Develop individual career development plans for all Aboriginal and Torres Strait Islander employees to support career pathways yearly.	June 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	<ul style="list-style-type: none">Investigate scholarship opportunities for Aboriginal and Torres Strait Islander employees with TAFE Queensland contributing to employment outcomes by promoting skill development, talent retention, and internal career progression, while also building the organisation’s capacity, enhancing service delivery, and fostering greater community engagement.	February 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	<ul style="list-style-type: none">Host two yearly Yarning Circles to build relationships, share knowledge and perspectives, identify opportunities for action contributing to retention.	May and November 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	<ul style="list-style-type: none">Invest in identified professional development initiatives for First Nations employees through with coaching and mentoring arrangements.	February 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	<ul style="list-style-type: none">Promote WMQ’s “We Deadly Together” Carer School Based Traineeships and the list of key disciplines of study to high school students.	January and July 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	<ul style="list-style-type: none">Onboard at least 4 First Nations School Based Traineeships a year.	November 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	<ul style="list-style-type: none">Conduct an annual employee survey to gather information on the demographic of our people and to seek feedback on how we can improve as an organisation.	March 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO

Image left to right: David Paasi and Edward Solien

Opportunities			
Action	Deliverable	Timeline	Responsibility
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none">Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	July 2024	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	<ul style="list-style-type: none">Investigate Supply Nation membership.	October 2024	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	<ul style="list-style-type: none">Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to our people.	November 2024	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	<ul style="list-style-type: none">Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	<ul style="list-style-type: none">Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	March 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	<ul style="list-style-type: none">Review procurement activity year on year and establish a target to increase the spend percentage.	July 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	<ul style="list-style-type: none">Create and publish WMQ's Supply Nations resources list of First Nations businesses that can be used to procure goods and services.	July 2024	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	<ul style="list-style-type: none">Consider opportunities for First Nations supplier involvement locally based in addition to our centralised procurement.	November 2024	Manager Reconciliation and Diversity & Inclusion, Office of the CEO

Governance			
<div><div>WMQ values the contribution of knowledge and experience First Peoples share. Providing opportunities is vital for WMQ to be actively involved in making a positive difference in the lives of Aboriginal & Torres Strait Islander Peoples. We strive to find connectedness between the past, present and future and commit to providing employment and supply chain opportunities for Australia's First Peoples.</div></div>			
Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Steering Committee to drive governance of the RAP.	<ul style="list-style-type: none">Maintain Aboriginal and Torres Strait Islander representation on the RAP Steering Committee.	January 2024	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	<ul style="list-style-type: none">Establish and apply a Terms of Reference for the RAP Steering Committee.	December 2023	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	<ul style="list-style-type: none">Meet at least four times per year to drive and monitor RAP implementation.	February, May, August, November 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
12. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none">Define resource needs for RAP implementation.	February 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	<ul style="list-style-type: none">Engage our senior leaders and other staff in the delivery of RAP commitments.	February, May, August, November 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	<ul style="list-style-type: none">Define and maintain appropriate systems to track, measure and report on RAP commitments.	January, April, July, and October 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	<ul style="list-style-type: none">Appoint and maintain an internal RAP Champion from senior management.	January 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO

Governance			
Action	Deliverable	Timeline	Responsibility
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence. 	June 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey. 	August 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Survey to Reconciliation Australia. 	30 September 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	<ul style="list-style-type: none"> Report RAP progress to all staff and senior leaders quarterly. 	February, May, August, November 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings, annually. 	October 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. 	March 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
	<ul style="list-style-type: none"> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. 	December 2024, 2025	Manager Reconciliation and Diversity & Inclusion, Office of the CEO
14. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	June 2025	Chief Executive Officer

Image right: Rose Faid, Cultural Appreciation Officer, Reconciliation and Diversity & Inclusion and Hospitality Services Team Member, John Wesley Gardens Aged Care Community. Artefact courtesy of the late Jimmy Pearson, of Coconut Island, representing the rising sun and a new day.





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