



RECONCILIATION  
ACTION PLAN

STRETCH



# Reconciliation Action Plan

July 2023 - June 2026





## Acknowledgement

YFS respectfully acknowledges Aboriginal and Torres Strait Islander people as Australia’s first peoples and the traditional owners/custodians of the land on which we meet and work. We recognise the important role they have within community and country, and we pay our respects to the Elders of this land past and present.

YFS thanks the RAP Working Group for their committed approach to the development and implementation of our RAP which met numerous milestones and has laid a sound foundation of reconciliation at YFS. We also acknowledge and thank the YFS Board, Logan District Aboriginal and Torres Strait Islander Corporation for Elders and staff for their ongoing contributions.

YFS appreciates the continuing leadership provided by the RAP Working Group in guiding the development of this STRETCH RAP. The goal of Reconciliation Australia is building relationships for change between First Australians and other Australians. YFS embraces the opportunity to continue progressing this goal across Logan City and other geographic locations in which it works.

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## YFS Stretch RAP CEO Statement

On behalf of Reconciliation Australia, I congratulate YFS on its formal commitment to reconciliation, as it implements its first Stretch Reconciliation Action Plan (RAP), and its third RAP overall.

Formed around the pillars of relationships, respect, and opportunities, the RAP program provides organisations with a framework to contribute to the reconciliation movement. Through the creation of this Stretch RAP, YFS continues to be a member of the ever-growing community of RAP organisations that have taken goodwill and transformed it into action.

For the past 30 years, YFS has worked tirelessly to protect the independence and participation of vulnerable people in Logan, Queensland. Providing safe and respectful services to the Aboriginal and Torres Strait Islander members of its community is a crucial part of this mandate. As a place-based, not-for-profit organisation with limited resources, YFS has used leadership, influence and partnerships to advance reconciliation – from its first RAP in 2012 to their most recent Innovate RAP (2016-2018).

Despite the gap between formal RAPs in the 2018-2022 period due to COVID-19 challenges, YFS remained engaged with Reconciliation Australia on the creation of its First Nations Cultural Framework, which was endorsed by local community Elders and forms strong grounds for future reconciliation activities.

Another significant accomplishment from YFS' reconciliation journey so far is its First Nations Legal Education Toolkit, which was created by its Legal team alongside local Aboriginal and Torres Strait Islander stakeholders, organisations and community members. The Toolkit provides education and resources on individual rights when dealing with police, wills and power of attorney, and discrimination. This resource not only shows YFS' commitment to increasing access to justice and equality for Aboriginal and Torres Strait Islander people, but its capacity to work with First Nations partners to ensure the information is delivered safely and effectively.

This Stretch RAP sees YFS continue its focus on strong relationships with the First Nations organisations, Elders and peoples in its community. To this end, they have committed to building formal collaborative partnerships with local Aboriginal-controlled health and community organisations and Traditional Owners; and strengthening services to ensure they are flexible and responsive to the needs of Aboriginal and Torres Strait Islander clients. With these initiatives, YFS demonstrates its support for building self-determination, access and agency for the First Nations peoples in its community and using mutually-beneficial partnerships to further this aim.

**Karen Mundine**

Chief Executive Officer  
Reconciliation Australia

## A message from our YFS Board Chair

On behalf of the Board and staff of YFS, I am honoured to present our 2023–2026 Reconciliation Action Plan.

Our purpose as an organisation is to back people to overcome adversity and to thrive. Our vision is that all people can experience independence and participation in our community. We see reconciliation with Aboriginal and Torres Strait Islander people as essential to achieving this.

Our first RAP, launched in 2012, formalised our commitment to reconciliation, bringing direction and inspiration to the hearts and minds of our team.

Our second RAP commenced in 2016, with a focus on embedding our commitment to reconciliation, contributing to and amplifying celebrations of culture, and further strengthening our partnerships with First Nations communities.

In 2019 we launched our First Nations Cultural Framework, which built on our RAP and recognised our role – as a service provider, an employer, and a community member – in backing First Nations people in our community.

Thanks to the commitment of our staff and the direction provided by these plans we have achieved strong outcomes.

**In presenting this Stretch RAP, YFS commits to draw on our influence and relationships to advance reconciliation and promote healing and thriving for First Nations peoples.**

As we enter another exciting and challenging time in Australia’s history, YFS welcomes the opportunity to move forward together as a nation and ardently supports the direction and sentiments reflected in the Uluru Statement from the Heart. The Board and YFS leadership would like to sincerely thank everyone who contributed to the development of this RAP,

and everyone who contributes to its fulfilment. We appreciate the significant role played by our Reconciliation Working Party in leading the direction and implementation of this RAP and the ones that have preceded it.

We are grateful for the relationship and goodwill we have established with many Aboriginal and Torres Strait Islander Elders, organisations and community groups.

We look forward to walking alongside First Nations peoples towards reconciliation.

**Phil Beresford**  
YFS Ltd Chair



## Our vision for reconciliation

YFS' vision as an organisation is to build independence and participation for people living in Logan (Qld) and surrounding areas. Our vision for reconciliation with Aboriginal and Torres Strait Islander peoples is to develop and provide services based on respect and understanding, so that our Aboriginal and Torres Strait Islander clients have equal opportunity and capacity to thrive and achieve their potential. YFS acknowledges the past and works to contribute to advancing the health and wellbeing of Aboriginal and Torres Strait Islander peoples, alongside other Australians.

As a place-based, not-for-profit organisation (with limited resources), our commitment to advancing reconciliation is enhanced through our leadership, influence, and partnerships with internal and external stakeholders. We are committed to ensuring that our relationships and interactions with the people who work with us – as clients, employees, volunteers, service delivery partners, funders, and suppliers – reflect and promote our reconciliation goals and encourage others to advance reconciliation and overcome racism within their own spheres.



## Our business

YFS (formerly known as Youth and Family Service) is a South-East Queensland based not-for-profit organisation that delivers a range of services to people across Logan, Beaudesert and Scenic Rim, and parts of Redland Bay. YFS backs vulnerable people to overcome adversity and to thrive.

We do this through our diverse range of social support services, including housing; financial counselling; domestic and family violence, legal, employment, and child, youth and family support programs. A full list and description of our programs can be found on our website at [www.yfs.org.au](http://www.yfs.org.au).

We know everyone needs secure housing, a decent income, and safe relationships. But we also understand the importance of skills, connections, and hope. Through integrated services within YFS and partnerships with other organisations, we support people to overcome cycles of disadvantage and crisis.

### Our staff

YFS has a skilled, committed workforce of 175 people (July 2022). There are fourteen First Nations staff: nine full time, one part-time and four casual Aboriginal and Torres Strait Islander staff. This equates to 8% of the overall staff.



### Our location

YFS has office bases in Slacks Creek and Jimboomba, Logan City. Our social enterprise, Substation33, has bases in Slacks Creek and Kingston, in Logan City.

YFS acknowledges and respects the Yuggera and Yugambah speaking people, who are the Traditional Custodians of Logan City. According to the 2021 Census, Logan City is home to over 15,000 Aboriginal and Torres Strait Islander people.

The geographic reach of YFS is predominantly the Logan region with expansion for some services to include Redlands, Beaudesert and Scenic Rim. YFS also acknowledges and respects Traditional Owners of these regions: the Quandamooka people of Moreton Bay and the Mununjali people in Beaudesert.



## Our Reconciliation Action Plan

YFS has had a Reconciliation Action Plan since 2012. This RAP follows on from our 2016–2018 Innovate RAP and continues to reflect YFS' commitment to reconciliation and commitment to closing the unacceptable gap between First Nations people and other Australians' health and wellbeing. It has been developed by our Reconciliation Working Group, in consultation with local Elders, First Nations staff and community stakeholders.

YFS operates from a strong social justice framework, and we actively support the rights of Aboriginal and Torres Strait Islander peoples, communities and organisations to self-determination and self-management.

Our RAP aligns with our YFS strategy, our First Nations Cultural Framework and our ongoing commitment to First Nations people and reconciliation over the next three years.

*The plan sets out how we will continue to advance reconciliation through:*

- ▶ developing respectful partnerships with Aboriginal and Torres Strait Islander clients, communities and organisations
- ▶ gaining a deeper understanding about Australian history and its First Peoples and the impacts of the past on the lives of today
- ▶ recognising and striving for rights for Aboriginal and Torres Strait Islander communities and organisations to determine their own futures.

*YFS is committed to addressing the needs of Aboriginal and Torres Strait Islander clients through:*

- ▶ accessible, proactive, culturally competent services
- ▶ an inclusive workplace that takes affirmative action to provide real opportunities for employment, development, and promotion
- ▶ support and advocacy with Aboriginal and Torres Strait Islander communities and organisations.

*These commitments are aligned with the following Closing the Gap priority areas:*

- ▶ **Target 8:** Strong economic participation and development of people and their communities
- ▶ **Target 9:** People can secure appropriate, affordable housing that is aligned with their priorities and needs
- ▶ **Target 13:** Families and households are safe
- ▶ **Target 17:** People have access to information and services enabling participation in informed decision-making regarding their own lives.

# 4.2%

The 2021 census found 4.2% of Logan City's residents identify as Aboriginal and/or Torres Strait Islander people.

# 217

Logan City is one of the most culturally diverse populations in Queensland, with around 217 different nationalities, ethnicities and cultural groups.

# 14%

In 2021-2022, YFS provided services to 914 Aboriginal and Torres Strait Islander clients (14% of the total YFS client numbers – 6,372).





## Our Reconciliation Working Group



*Working group membership includes the following roles in the organisation (as at July 2022):*

- ▶ **Solicitor**
- ▶ **Program Manager**
- ▶ **Human Resources and Payroll Administrator** (co-chair)
- ▶ **Practitioners** (including Financial Counsellor, Case Managers, Women's Advocate, Coach, Student Welfare Worker, Housing Specialist, Intake Worker)
- ▶ **Practice Quality Director** (co-chair and representing Executive Leadership Management Team)

Throughout 2020 and 2021, YFS developed our First Nations Cultural Framework. This framework and its associated plan align with the actions and commitments in our RAP and add accountability processes to our RAP through regular internal monitoring and through periodic, external review of actions and achievements. In April 2022, the effectiveness of our initial First Nations Cultural Framework was assessed by ETMP, an accredited Supply Nation consultancy firm. The assessment included consultation with First Nations clients, staff and local community. They found our implementation of the Framework to be well intentioned, well received, and effective. Our insights and learnings from the assessment have been considered in the development of this Stretch RAP.

Alongside our Cultural Framework Plan, the RAP will be reviewed and monitored by the management team on a quarterly and annual basis. Open feedback on our performance will continue to be sought from our First Nations staff and clients, external First Nations critical friends, Logan District Elders, and the broader First Nations Elder network.

Elements of this RAP will also be embedded in our management workplans, performance expectations, and the organisation's operational plan.



## Achievements and learnings from our Innovate RAP 2016-2018

Significant milestones have been achieved since the development and introduction of our Innovate RAP. Whilst the workload and workforce challenges created by COVID 19 have resulted in a gap between our RAPs, YFS has continued to work towards our commitments to reconciliation. The efforts and drive of our organisational leaders, the RAP Working Group and our First Nations staff in this time have ensured that our staff have continued to develop their awareness, knowledge and understanding about the cultures and histories of First Australians and are able to engage more confidently with Aboriginal and Torres Strait Islander peoples.



### Key achievements include:

- ▶ The development of our First Nations Cultural Framework
- ▶ Improvements to our staff induction processes about our RAP and First Nations Cultural Framework
- ▶ Reconciliation topics are a key part of each team's main monthly meeting
- ▶ Acknowledgement protocols are part of all key meetings and YFS gatherings
- ▶ A RAP report is presented quarterly at the YFS staff meetings
- ▶ A RAP report card on our performance is published regularly
- ▶ A RAP and First Nations area has been developed on our internal intranet
- ▶ YFS cultural professional development has expanded to cover initial history and awareness; specific knowledge and strategies for our client work; and experiential opportunities as we learn from First Nations Elders
- ▶ A First Nations Workforce Strategy has been developed and implemented
- ▶ First Nations staff at YFS have additional entitlements including cultural leave; access to cultural supervision; and opportunities to meet regularly during work hours
- ▶ Celebrations and reflections about significant First Nations events are embedded in our annual organisational calendar of events
- ▶ Our commitment to First Nations procurement and supporting Aboriginal and Torres Strait Islander businesses has increased
- ▶ Partnerships with First Nations organisations and local Elders continue to expand (described further below in Our key partnerships)
- ▶ Continued commitment to our YFS Burrabilly program. This program sits within our Step by Step (Young Parent Support) program and is uniquely tailored to work with First Nations families and children to help them live safe, thriving, healthy and happy lives and to manage life's ups and downs
- ▶ Our YFS Legal Service has developed a First Nations Legal Education Toolkit to increase First Nations people's understanding of and access to legal services and to provide education about their legal rights
- ▶ Our Youthlink program creates opportunities for First Nations young people to connect with their cultural heritage.

### Key learnings include:

- ▶ We need to continue to actively focus on our relationships with local First Nations Elders and community, to build their awareness and understanding of YFS' purpose, and to leverage their cultural knowledge and community networks
- ▶ We need to ensure that our services are flexible and responsive to the needs of First Nations clients
- ▶ We need to continue to upskill our managers and supervisors on culturally responsive workplace conversations and engagement techniques with First Nations staff and external stakeholders
- ▶ We need a continued focus on designing and implementing intentional career pathways for First Nations staff
- ▶ We need to ensure a First Nations focus and presence in recruitment and selection processes.



## Our key partnerships

Our partnerships encompass community and corporate stakeholders, as well as all levels of government and enable us to work together to support people in Logan, including progressing our vision for reconciliation. A full list and description of our existing partnerships can be found on our website at [www.yfs.org.au/our-partnerships-in-logan/](http://www.yfs.org.au/our-partnerships-in-logan/).

In addition to these formalised partnerships, YFS has a strong culture of working collaboratively at the front line to help our clients achieve their goals.

The following key partnerships contribute to our commitments in this RAP and our vision for reconciliation.



### Logan District Aboriginal and Torres Strait Islander Corporation for Elders (Logan District Elders)

This long-term partnership has formally existed since 2014 and includes provision of an office space for the Elders at YFS, support with publishing and communications, mutual support for submissions, and donations and practical support for cultural events hosted by the Elders, including the annual Logan District NAIDOC event. This partnership is formalised through an MOU, now in its fourth iteration.



### Aboriginal and Torres Strait Islander Community Health Service (ATSICHS)

Our partnership with ATSICHS includes the following elements:

- ▶ Sub-contract for ATSICHS to deliver emergency relief to their clients as part of the Logan Emergency Relief Consortium (managed by YFS)
- ▶ MOU to co-locate a YFS Financial Counsellor at ATSICHS' Waterford West office, to improve access by First Nations clients visiting ATSICHS
- ▶ Sub-contract for YFS to manage and deliver a Community Youth Justice program (managed by ATSICHS)
- ▶ Co-delivery of Home and Healthy, a program to assist people to effectively navigate service systems such as mental health, housing, drug and alcohol and physical health services (as part of a consortium with Micah Projects).



### Jinndi Mibunn (Beenleigh Housing Development Company Ltd)

This partnership includes a sub-contract for Jinndi Mibunn to deliver emergency relief for their clients as part of the Logan Emergency Relief Consortium.



### YFS Legal First Nations Community Education Project

Our YFS Legal team have recently worked with local First Nations stakeholders, community organisations and community members to produce a series of First Nations community legal education materials on knowing your rights when dealing with police, wills and enduring power of attorney, and discrimination. Some of the support for this project was received from Burringilly Community Care Services, First Nations students from Mabel Park High School, and Colin Biggers & Paisley Lawyers.



### See I.T Be I.T

YFS' Substation33 social enterprise has partnered with the Queensland Aboriginal and Torres Strait Islander Foundation and the Australian Community Society Queensland Branch (ACS Queensland) to source and distribute quality used tech devices to assist economically disadvantaged Aboriginal and Torres Strait Islander students with their school studies.



### Mununjali Elders

Our Jimboomba-based domestic and family violence and family support programs have been proactively working to build relationships with local Mununjali Elders, to improve access and service delivery for First Nations clients of those programs. Whilst these relationships are still emerging, our intention is to work towards a formalised and mutually beneficial partnership that will benefit the Elders and the First Nations community of Jimboomba and surrounds, and build capacity of our teams.



### First Nations Cultural Engagement Strategy

YFS has developed a First Nations Cultural Engagement Strategy to support the creation of links between local Elders and First Nations community leaders, and YFS staff and clients. The strategy supports informal and ad hoc arrangements with Elders and community leaders through centralised connections (managed by the RAP chair) as well as protocols and guidelines for connecting, including remuneration for services provided by Elders and community leaders. The Cultural Engagement Strategy was launched during National Reconciliation Week in 2022, with a series of cultural sessions with staff, delivered by Elders Aunty Peggy Tidyman and Uncle Barry Watson, and community member Missy Knox.

## YFS First Nations Cultural Framework

In 2018, Kerry Charlton (Koenpal, Undanbi, Yuggera gaja goorie) provided consultancy and guidance to YFS through auditing our First Nations work and developing a report that highlighted our strengths and areas for development, including gaps in our workforce and partnership strategies and outcomes.

This report, alongside feedback from our First Nations staff, led to the development of the YFS First Nations Cultural Framework. The Framework and associated Plan build on what we are doing well and what we can do better.

The Framework sets out our commitment to backing First Nations peoples and the basic principles and commitments that every person in YFS is behind. It encompasses the five dimensions of reconciliation – race relations, equality and equity, unity, institutional integrity, and historical acceptance – by recognising that First Nations peoples are the First Peoples and Custodians of this land, by respecting and valuing their cultures and traditions; and by genuinely acknowledging the impacts of colonisation. Through the Framework we commit to supporting self-determination and empowering First Nations peoples and building cultural safety for our First Nations staff and clients.

The framework recognises that YFS has clear responsibilities in our various roles as a community member, an employer, and a service provider – to listen, learn, empower, and collaborate.

### As a community member

we strive to develop shared capacity with First Nations groups, Elders, Traditional Owners and community-controlled organisations in responding to community needs.

### As an employer

we strive to provide an environment in which First Nations peoples feel secure in seeking employment and developing their careers.

### As a service provider

we provide an environment where First Nations peoples feel safe to access our services and resources.

The YFS First Nations Cultural Framework was publicly launched in November 2020. Witnesses to the launch of YFS' commitment to First Nations peoples included approximately 40 First Nations Elders and community members, YFS Board Directors, and YFS staff.

### YFS HAS A LONG HISTORY OF WORKING WITH AND EMPOWERING FIRST NATIONS PEOPLES

As a mainstream community-based organisation, the Board and staff recognise our role in contributing to closing the gap and improving the lives of First Nations peoples in our community.

This framework sets out our continuing commitment, the actions we will take, and how we will assess our progress over time.

### YFS IS COMMITTED TO:

- recognising First Nations peoples as the first people of this land
- respecting and valuing First Nations cultures and traditions
- acknowledging the historical and ongoing impacts of colonisation on First Nations peoples
- supporting First Nations peoples' right to self-determination
- providing a culturally secure environment for First Nations peoples working in our organisation
- enhancing First Nations peoples' experience of cultural safety in accessing our services
- empowering First Nations peoples through involvement in all aspects of our governance, management and service delivery.

### WE BACK FIRST NATIONS PEOPLES TO ACHIEVE THEIR ASPIRATIONS AND THRIVE



As a community member, we develop shared capacity with First Nations groups, Elders, Traditional Owners and organisations in responding to community needs.



As an employer, we provide an environment where First Nations peoples feel secure in seeking employment and developing their careers.



As a service provider, we provide an environment where First Nations peoples feel safe to access our services and resources.



BUILDING INDEPENDENCE & PARTICIPATION  
YFS is funded by the Australian Government and the Queensland Government





# Relationships

Talking together and learning from each other helps us build the understanding and empathy that are foundational to respectful mutual relationships. This assists us all to engage better and be inclusive in our planning, practice, communication, engagement and partnerships.

This focus area aligns with the following areas in the YFS Strategic Framework 2021-2024



**Partnerships** - Work with others to provide effective responses that address issues for individuals, our community and our sector.



**Culture** - Engage and equip our staff and managers to drive long term change and deliver excellent services.



**Advocacy and Influence** – Build a fairer, more supportive community through collaboration and advocacy.

This focus area aligns with the following areas in the YFS First Nations Cultural Framework



**Our commitments as a community member and an employer**

- ▶ building and strengthening partnerships
- ▶ promoting and participating in cultural activities and events
- ▶ developing the cultural knowledge and skills of non-Indigenous staff and the competence of our organisation as a whole.



1

Action

Deliverable

Timeline

Responsibility

**Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.**

1.1

Meet regularly with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve relationships and guiding principles for engagement.

Annual review  
November  
2023, 2024, 2025

**Lead:** CEO  
**Support:**  
Executive Leadership  
Management Team (ELMT)  
and RAP Chair

1.2

Review, update and implement our Cultural Engagement Strategy, which supports our work with Aboriginal and Torres Strait Islander stakeholders.

Annual review  
May  
2024, 2025, 2026

**Lead:** CEO  
**Support:**  
Executive Leadership  
Management Team (ELMT)  
and RAP Chair

1.3

Establish and maintain at least four formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations. Including:

- ATSICHS
- Logan District Elders
- Beenleigh Housing
- Qld Aboriginal and Torres Strait Islander Foundation
- Mununjali Elders (in development)

Annual review  
April  
2024, 2025, 2026

**Lead:** CEO  
**Support:**  
Executive Leadership  
Management Team (ELMT)  
and all managers

**Continue to facilitate building stronger relationships and partnerships with Aboriginal and Torres Strait Islander peoples, community Elders, leaders and residents in the Logan area.**



## Relationships

2

### Action

**Build relationships through celebrating National Reconciliation Week (NRW).**

### Deliverable

### Timeline

### Responsibility

#### 2.1

Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff and add materials to First Nations section of the YFS Intranet.

April  
2024, 2025, 2026

**Lead:** Executive Assistant  
**Support:**  
Communications Lead

#### 2.2

Organise one internal, organisation wide NRW event each year.

27 May - 3 June  
2024, 2025, 2026

**Lead:** RAP Chair  
**Support:**  
RAP Working Group members

#### 2.3

Ensure RAP Working Group members participate in at least two external events to recognise and celebrate NRW.

27 May - 3 June  
2024, 2025, 2026

**Lead:** RAP Chair  
**Support:**  
RAP Working Group members

#### 2.4

Encourage and support staff and senior leaders to participate in one external event to recognise and celebrate NRW.

27 May - 3 June  
2024, 2025, 2026

**Lead:** RAP Chair  
**Support:**  
RAP Working Group members

#### 2.5

Register all our NRW events on Reconciliation Australia's NRW website.

Prior to 27 May  
2024, 2025, 2026

**Lead:** RAP Chair  
**Support:**  
Executive Assistant

3

### Action

**Promote reconciliation through our sphere of influence.**

### Deliverable

### Timeline

### Responsibility

#### 3.1

Implement strategies to engage all staff to build awareness of reconciliation and drive reconciliation outcomes, including:

- implementing planned activities at our quarterly all-staff meetings
- scheduling monthly reflections in team meetings.

Quarterly staff meetings –  
Aug, Nov 2023,  
Feb, May, Aug, Nov  
2024, 2025,  
Feb, May 2026  
Review monthly  
reflections –  
August  
2023, 2024, 2025,  
May 2026

**Lead:** Practice Quality Director  
**Support:**  
RAP Working Group members

#### 3.2

Publicly communicate our commitment to reconciliation to our community through:

- Printed materials, including our Annual Report
- Our website and social media
- YFS welcome signage.

Ongoing  
Annual review  
April  
2024, 2025, 2026

**Lead:** Communications Lead  
**Support:**  
RAP Working Group members;  
Communications Team

#### 3.3

Actively promote and participate in local, state and national campaigns and initiatives associated with advancing a Path to Treaty and Aboriginal and Torres Strait Islander Voice to Parliament.

Ongoing  
Annual review  
April  
2024, 2025, 2026

**Lead:** CEO  
**Support:**  
RAP Chair;  
Communications Lead





## Relationships

3

### Action

#### Promote reconciliation through our sphere of influence.

### Deliverable

#### 3.4

Promote and share our commitment to driving reconciliation outcomes with service delivery partners and funders by:

- sharing updates on our reconciliation journey and activities with those in our professional networks
- inclusion of our commitment to reconciliation in our formal partnership arrangements and documents.

#### 3.5

Collaborate with at least two RAP and/or other like-minded organisations to explore and implement ways to advance reconciliation, including:

- Logan City Council
- Logan Together.

#### 3.6

Invite external stakeholders, including clients, key service delivery partners, and funders, to YFS reconciliation events and activities throughout the year.

#### 3.7

Ensure at least one representative from YFS attends a minimum of two leadership gatherings or learning circles each year hosted by Reconciliation Australia.

### Timeline

Ongoing  
Annual review  
April  
2024, 2025, 2026

Annual review  
April  
2024, 2025, 2026

Annual review  
April  
2024, 2025, 2026

Annual review  
January  
2024, 2025, 2026

### Responsibility

**Lead:** Practice Quality Director;  
RAP Chair  
**Support:**  
Management Team;  
Communications Lead

**Lead:** CEO  
**Support:**  
Management Team;  
RAP Working Group members

**Lead:** RAP Chair  
**Support:**  
RAP Working Group members;  
Management Team

**Lead:** RAP Chair  
**Support:** CEO

4

### Action

#### Promote positive race relations through anti-discrimination strategies.

### Deliverable

#### 4.1

Continuously improve and educate staff on YFS policies and procedures concerned with anti-discrimination.

#### 4.2

Engage with Aboriginal and Torres Strait Islander staff and/or advisors to continuously improve our anti-discrimination policy.

#### 4.3

Provide ongoing education opportunities for senior leaders and managers on the effects of racism through YFS annual Workforce Strategy Professional Development Plan.

#### 4.4

Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism. To occur through the following strategies:

- supporting peak body campaigns
- publicly expressed support through social media and other forums.

### Timeline

Annual review  
July  
2023, 2024, 2025

Annual review  
November 2023,  
2024, 2025

Annual review  
June  
2024, 2025, 2026

Annual review  
November  
2023, 2024, 2025

### Responsibility

**Lead:** HR Manager  
**Support:**  
Executive Leadership  
Management Team (ELMT);  
First Nations staff;  
External HR Consultant;  
Quality Manager

**Lead:** CEO  
**Support:**  
ELMT;  
First Nations staff

**Lead:** Practice Quality Director +  
HR Manager  
**Support:**  
ELMT; Program Managers

**Lead:** CEO  
**Support:**  
ELMT;  
First Nations staff



YFS regards the knowledge, cultures, and histories of First Nations peoples as important to building understanding and capacity to institute structures for genuine engagement based in respect and mutual understanding into the future.

This focus area aligns with the following areas in the YFS Strategic Framework 2021-2024



#### Service Improvement

Increase our impact by pursuing service integration and research and innovation.



#### Culture

Engage and equip our staff and managers to drive long term change and deliver excellent services.

This focus area aligns with the following areas in the YFS First Nations Cultural Framework



#### Our commitments as a community member and an employer

- ▶ promoting and participating in cultural activities and events
- ▶ developing the cultural knowledge and skills of non-Indigenous staff and the competence of our organisation as a whole.



5

#### Action

**Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.**

#### Deliverable

**5.1**  
Conduct a formal review of feedback from Aboriginal and Torres Strait Islander clients, community stakeholders (including Elders) to inform cultural learning needs within our organisation.

**5.2**  
Review, update and implement our Cultural Engagement Strategy, which supports our work with Aboriginal and Torres Strait Islander stakeholders.

**5.3**  
Work with local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural engagement strategy.

**5.4**  
Commit all RAP Working Group members, HR managers, senior executive group and all new staff to undertake formal and structured cultural learning.

**5.5**  
80% of all staff to undertake formal and structured cultural learning. New staff prioritised as part of onboarding process.

- Face to face and On Country (experiential) learning 40%
- Online /virtual learning 40%

#### Timeline

April 2024,  
December 2025

Annually  
January  
2024, 2025, 2026

Annually  
July  
2023, 2024, 2025

Annually  
February  
2024, 2025, 2026

Annual review  
November  
2023, 2024, 2025

#### Responsibility

**Lead:** CEO  
**Support:**  
Practice Quality Director;  
HR Manager; ELMT

**Lead:** Practice Quality Director  
**Support:**  
HR Manager; ELMT

**Lead:** RAP Chair  
**Support:**  
Practice Quality Director;  
ELMT

**Lead:** RAP Chair  
**Support:**  
RAP Working Group members;  
ELMT; HR Manager

**Lead:** HR Manager  
**Support:**  
Program Managers





6

Action

Deliverable

Timeline

Responsibility

**Continue to build a culturally safe organisation for our Aboriginal and Torres Strait Islander employees.**

6.1

Review HR policies and procedures to remove barriers to Aboriginal and Torres Strait Islander staff participating in reconciliation activities, including National Reconciliation Week, NAIDOC Week and cultural learning and engagement opportunities.

Annual review  
November  
2023, 2024, 2025

**Lead:** HR Manager  
**Support:**  
First Nations staff

6.2

Ensure Aboriginal and Torres Strait Islander staff have direct engagement with executive leaders to share their experiences, aspirations, and feedback on working in the organisation, and input into key decisions that impact them.

Annual review  
September  
2023, 2024, 2025,  
May 2026

**Lead:** CEO  
**Support:**  
ELMT;  
Program Managers

6.3

Deliver development and coaching for all line managers to ensure supervision and management is culturally safe and responsive the needs of Aboriginal and Torres Strait Islander staff.

Review  
November  
2023, 2024, 2025

**Lead:** HR Manager  
**Support:**  
ELMT;  
Program Managers

7

Action

Deliverable

Timeline

Responsibility

**Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.**

7.1

Increase all staff members understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols, through:

- induction
- annual refresher.

Ongoing  
Review and refresher  
February  
2024, 2025, 2026

**Lead:** RAP Chair  
**Support:**  
HR Manager

7.2

Review, update and communicate a cultural protocol document (tailored for all local communities we operate in), including protocols for Welcome to Country and Acknowledgement of Country.

Annual review  
February  
2024, 2025, 2026

**Lead:** RAP Chair  
**Support:**  
RAP Working Group members

7.3

Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant organisational events, including:

- Close the Gap event
- National Reconciliation Week event
- Annual Staff Conference.

March  
2024, 2025, 2026  
  
May – June  
2024, 2025, 2026  
  
November  
2023, 2024, 2025

**Lead:** RAP Chair  
**Support:**  
Practice Quality Director;  
RAP Working Group members



7

Action

Deliverable

Timeline

Responsibility

**Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.**

**7.4**

Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings, including.

- all public events at which we speak
- ELMT meetings
- Line Managers meetings
- Staff meetings
- RAP meetings
- Team meetings.

Ongoing Review  
February  
2024, 2025, 2026

**Lead:** CEO/ELMT  
**Support:**  
Management Team

**7.5**

Maintain five Acknowledgment of Country plaques in our office/s or on our buildings.

Includes:

- Substation33
- Jimboomba
- 376 Kingston Road
- 372 KingstonRoad
- Rowan St.

Review  
February  
2024, 2025, 2026

**Lead:**  
Facilities and Resource  
Management  
**Support:**  
Communications Lead

8

Action

Deliverable

Timeline

Responsibility

**Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.**

**8.1**

Ensure RAP Working Group members participate in at least three external NAIDOC Week events.

First week in July  
2023, 2024, 2025

**Lead:** RAP Chair  
**Support:**  
RAP Working Group members

**8.2**

Support all staff to participate in one NAIDOC Week event in our local area, including Logan, Brisbane, Redlands, Beaudesert.

First week in July  
2023, 2024, 2025

**Lead:** CEO  
**Support:**  
RAP Chairs;  
ELMT;  
Line Managers

**8.3**

In consultation with Aboriginal and Torres Strait Islander stakeholders, support at least one external NAIDOC Week event each year, including: sponsorship, publishing, and promotional support.

July  
2023, 2024, 2025

**Lead:** RAP Chair  
**Support:**  
Communications Team;  
Program Managers



## Opportunities

YFS is committed to equitable health and wellbeing opportunities for Aboriginal and Torres Strait Islander peoples. Removing barriers to opportunities for Aboriginal and Torres Strait Islander peoples to participate in YFS work and access to our services will improve our practices and the outcomes for Australia's First Peoples and communities in our area.

This focus area aligns with the following areas in the YFS Strategic Framework 2021-2024



**Service Improvement** – Increase our impact by pursuing service integration and research and innovation.



**Culture** – Engage and equip our staff and managers to drive long term change and deliver excellent services.



**Investment** – Increase our capacity to resource innovation and ongoing improvement.

This focus area aligns with the following areas in the YFS First Nations Cultural Framework



### Our commitment as an employer and as a service provider

- ▶ recruiting, supporting, and retaining First Nations staff at all levels of our organisation
- ▶ advocating for systemic reform
- ▶ providing opportunities for First Nations staff to develop our cultural security and enhance cultural safety
- ▶ providing a culturally welcoming environment
- ▶ providing First Nations people with services and resources appropriate to their needs and values
- ▶ empowering First Nations people in making decisions and achieving the outcomes they want
- ▶ involving First Nations people using services and other stakeholders in the design, development, and evaluation of services.

9

### Action

**Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.**

### Deliverable

#### 9.1

Conduct a formal review of feedback from Aboriginal and Torres Strait Islander clients, community stakeholders (including Elders) to inform cultural learning needs within our organisation.

### Timeline

April 2024,  
December 2025

### Responsibility

**Lead:** CEO  
**Support:** Practice Quality Director; HR Manager; ELMT

#### 9.2

Review HR and recruitment procedures and policies to remove barriers to and promote Aboriginal and Torres Strait Islander participation in our workplace.

Annual review  
October  
2023, 2024,  
2026

**Lead:** HR Manager  
**Support:** Practice Quality Director; First Nations staff; ELMT

#### 9.3

Improve targeted promotion of job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.

Review  
March  
2024, 2025, 2026

**Lead:** HR Manager  
**Support:** Line Managers

#### 9.4

Aboriginal and Torres Strait Islander employees are supported to take on management and senior level positions through:

- conversations about career aspirations with all (100%) First Nations staff
- on-the-job mentoring, development, and acting opportunities provided for all (100%) First Nations staff in accordance with their career aspirations
- all First Nations staff (100%) are offered the opportunity and encouraged to participate in leadership programs.

Review  
September  
2023, 2024, 2025

**Lead:** HR Manager  
**Support:** ELMT

#### 9.5

Increase First Nations employment within our organisation. Current First Nations employment is 8.2% (October 22). Target has been set for 9% by June 2023; 10% 2024; >10% 2025.

Review,  
July  
2023, 2024, 2025

**Lead:** HR Manager  
**Support:** Line Managers





## Opportunities

10

## Action

## Deliverable

## Timeline

## Responsibility

**Strengthen our services to be culturally safe for Aboriginal and Torres Strait Islander clients.**

**10.1**

Conduct a review of feedback from Aboriginal and Torres Strait Islander clients and community stakeholders (including Elders) to inform service improvement.

April 2024,  
December 2025

**Lead:** CEO  
**Support:**  
Practice Quality Director;  
HR Manager;  
ELMT

**10.2**

Analyse program data to reflect on outcomes for Aboriginal and Torres Strait Islander clients and inform service improvements.

May  
2024, 2025, 2026

**Lead:**  
Practice Quality Director  
**Support:**  
Research and Evaluation  
Manager

**10.3**

Develop and implement a plan to build staff capacity and professional development to deliver higher quality, culturally secure service provision.

Annually  
January  
2024, 2025, 2026

**Lead:**  
Practice Quality Director  
**Support:**  
HR Manager; Line Managers

**10.4**

Implement, promote, and review the First Nations Community Legal Education Toolkit.

Review  
June  
2024, 2026

**Lead:**  
YFS Legal Principal Solicitor  
**Support:**  
YFS Legal Team;  
Communications Lead

**10.5**

Actively engage and partner with Aboriginal and Torres Strait Islander organisations to promote and co-deliver our services.

Review  
June  
2024, 2025, 2026

**Lead:** CEO  
**Support:**  
ELMT and Program Managers

11

## Action

## Deliverable

## Timeline

## Responsibility

**Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.**

**11.1**

Review and update Aboriginal and Torres Strait Islander procurement strategy and practices to promote and remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.

Annual review  
July  
2023, 2024, 2025

**Lead:** CEO  
**Support:**  
ELMT,  
Corporate Services

**11.2**

Identify room for growth with existing Aboriginal and Torres Strait Islander suppliers.

Annual review  
July  
2023, 2024, 2025

**Lead:** CEO  
**Support:**  
ELMT, Corporate Team

**11.3**

Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.

Annual review  
July  
2023, 2024, 2025

**Lead:** Corporate Team  
**Support:**  
RAP Working Group members

**11.4**

Maintain commercial relationships with 5 Aboriginal and/or Torres Strait Islander businesses, including local training providers and artists.

Annual review  
July  
2023, 2024, 2025

**Lead:** Corporate Team  
**Supports:**  
RAP Working Group members;  
Line Managers

**11.5**

Spend a minimum of \$30,000 procurement annually with Aboriginal and Torres Strait Islander businesses.

Annual review  
May  
2023, 2024, 2025

**Lead:** Corporate Team  
**Support:**  
Line Managers

**11.6**

Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.

Annual review  
July  
2023, 2024, 2025

**Lead:** Corporate Team  
**Support:**  
RAP Working Group members



## Opportunities

12

## Action

## Deliverable

## Timeline

## Responsibility

**Advocate and influence for the rights of Aboriginal and Torres Strait Islander peoples, including the right to self-determination and self-management.**

**12.1**

Continue to engage with local Elders to understand the unique community needs required to achieve self-determination.

Annual review  
April  
2024, 2025, 2026

**Lead:** CEO  
**Support:**  
Practice Quality Director;  
HR Manager;  
ELMT

**12.2**

Seek opportunities to attend and demonstrate our support for events that advocate for the rights of Aboriginal and Torres Strait Islander peoples.

Annual review  
April  
2024, 2025, 2026

**Lead:** Communications Lead  
**Support:**  
CEO;  
ELMT

**12.3**

Build a mature understanding of self-determination among our staff.

Annual review  
November  
2023, 2024, 2025

**Lead:** RAP Chair  
**Support:**  
RAP Working Group members;  
ELMT

**12.4**

Seek opportunities to stand-up, show-up and collaborate on events that support Voice, Treaty, Truth.

Annual review  
April  
2024, 2025, 2026

**Lead:** RAP Chair  
**Support:**  
ELMT



## Governance

This focus area aligns with the following areas in the YFS Strategic Framework 2021-2024



**Service Improvement** – Increase our impact by pursuing service integration and research and innovation.



**Culture** – Engage and equip our staff and managers to drive long term change and deliver excellent services.



**Investment** – Increase our capacity to resource innovation and ongoing improvement.

This focus area aligns with the following areas in the YFS First Nations Cultural Framework



**Accountability and Monitoring** – We will be transparent and accountable in assessing our progress over time by collecting and reporting on relevant data with an emphasis on the voices of First Nations people themselves – those who use our services, those who work with us and our partners.

13

## Action

## Deliverable

## Timeline

## Responsibility

**Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.**

**13.1**

Maintain Aboriginal and Torres Strait Islander representation on the RWG.

Review  
August 2023  
February and August  
2024, 2025,  
February 2026

**Lead:** RAP Chair  
**Support:**  
CEO;  
Management Team

**13.2**

Review and update our Terms of Reference for the RWG.

Annual review  
February  
2024, 2025, 2026

**Lead:** RAP Chair  
**Support:**  
RAP Working Group members;  
ELMT

**13.3**

Meet at least four times per year to drive and monitor RAP implementation.

August, November  
2023, February, May,  
August, November  
2024 2025  
Feb, May 2026

**Lead:** RAP Chair  
**Support:**  
RAP Working Group members





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Action

Deliverable

Timeline

Responsibility

**Provide appropriate support for effective implementation of RAP commitments.**

**14.1**

Embed resource needs for RAP implementation as part of our annual budget process.

May  
2024, 2025, 2026

**Lead:**  
RAP Working Group members  
**Support:**  
Accountant/Finance Team

**14.2**

Embed key RAP actions in performance expectations of senior management and all staff, including embedding in annual work plan for managers and annual performance reviews of all staff.

Review  
July 2023,  
June 2024, 2025, 2026

**Lead:** CEO  
**Support:**  
ELMT;  
HR Manager

**14.3**

Embed appropriate systems and capability to track, measure and report on RAP commitments.

Due July 2023  
Review  
July 2024, 2025,  
June 2026

**Lead:**  
Practice Quality Director  
**Support:**  
Executive Assistant

**14.4**

Maintain an internal RAP Champion from senior management.

Review  
January and July  
2024, 2025, 2026

**Lead:** CEO  
**Support:**  
ELMT

**14.5**

Include our RAP as a standing agenda item at senior management meetings – Quarterly Business Review Meetings.

Quarterly  
July, October 2023  
January, April, July,  
October 2024, 2025  
January, April 2026

**Lead:** CEO  
**Support:**  
Quality Manager;  
RAP Chair

15

Action

Deliverable

Timeline

Responsibility

**Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.**

**15.1**

Contact Reconciliation Australia to ensure that our primary and secondary contacts are up-to-date to ensure we are receiving important correspondence.

July  
2023, 2024, 2025  
May 2026

**Lead:** Executive Assistant  
**Support:**  
Practice Quality Director

**15.2**

Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Measurement Questionnaire.

August  
2023, 2024, 2025

**Lead:** Executive Assistant  
**Support:**  
Practice Quality Director

**15.3**

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

30 September  
2023, 2024, 2025

**Lead:** Executive Assistant  
**Support:**  
RAP Chair and CEO

**15.4**

Report RAP progress to all staff and senior leaders quarterly.

Quarterly  
August, Nov 2023  
February, May, August,  
November 2024, 2025  
Feb, May 2026

**Lead:** RAP Chair  
**Support:**  
RAP Working Group members

**15.5**

Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.

July  
2023, 2024, 2025,  
June 2026

**Lead:** CEO  
**Support:**  
Executive Assistant;  
RAP Chair

**15.6**

Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.

April 2024

**Lead:** RAP Chair  
**Support:**  
HR Manager;  
RAP Working Group members

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Action

Deliverable

Timeline

Responsibility

Continue our reconciliation journey by developing our next RAP.

16.1

Register via Reconciliation Australia's website to begin developing our next RAP.

December 2025

**Lead:**  
RAP Chair  
**Support:**  
Executive Assistant

16.2

Submit a Traffic Light Report to Reconciliation Australia to assist in the strategic development of our next RAP.

December 2025

**Lead:**  
RAP Chair  
**Support:**  
Executive Assistant

## RAP enquiries

### Contact details

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### Building independence and participation

YFS respectfully acknowledges Aboriginal and Torres Strait Islander people as Australia's first peoples and the traditional owners/custodians of the land on which we meet and work. We recognise the important role they have within community and country, and we pay our respects to the Elders of this land past and present.

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