



Innovate Reconciliation Action Plan

November 2023 – November 2025



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Acknowledgement of Country

We begin by acknowledging the Traditional Owners of the land on which we meet and operate our business today, the Turrbal and Yuggera Peoples, and pay our respects to Elders past and present.

QLeave acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Owners of this Country throughout Australia, and their connection to land and community.



About the Artwork

“Unity in Connection: Embracing Reconciliation”

The artwork embodies QLeave’s significant role in fostering Reconciliation and its dedicated efforts towards fostering stronger unity with Aboriginal and Torres Strait Islander communities. At its core, the artwork portrays QLeave, its clients, and team, as integral parts of the interconnected community they operate within.

The gathering symbol portrayed in the artwork serves as a powerful representation of a place that warmly welcomes and embraces all individuals, while also embracing the rich cultural heritage of Aboriginal and Torres Strait Islander peoples. This depiction stands as a powerful symbol of inclusivity and meaningful connections.

In the right-hand corner, the sun takes its place, accentuating the Queensland Sunset as it casts its radiant rays upon the adjacent land. This signifies the warmth and hope that QLeave brings to its vision.

Adorning both sides of the artwork, pathways with footprints symbolise the individual journeys taken towards mental health and wellbeing. These paths represent the diverse and unique experiences of each person in their pursuit of wellness.

On the left side, wave patterns with dots are depicted, symbolising our deep-rooted connection to Sea Country along the east coast of Queensland. This connection serves as a reminder of the important relationship Indigenous peoples have with the sea and its significance in their culture.

Small orange pathways signify QLeave’s connections to communities residing on the land. In harmony, smaller gathering symbols in orange and blue represent the people living in these communities, highlighting their unity and shared values.

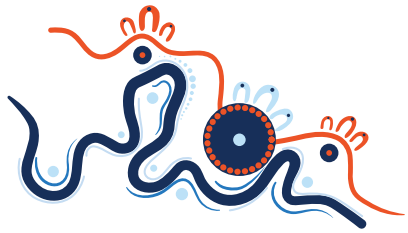
Flowing alongside the pathways are blue rivers, symbolising the inland waters that sustain life and provide support. These waters represent the source of positivity and transformation as they continue to flow and create positive change.

Throughout the rest of the painting, background dots gently remind us of the Queensland sunset, reinforcing its significance and beauty in this narrative. This artwork, rich with symbolism and meaning, stands as a testament to the importance of reconciliation and the enduring connection between people and their land.

The colours used throughout the artwork are QLeave’s branding colours.



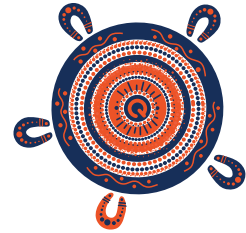
Artwork Motifs



Community

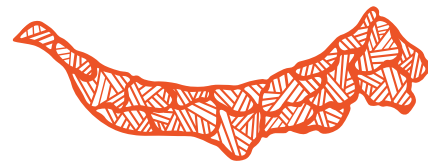
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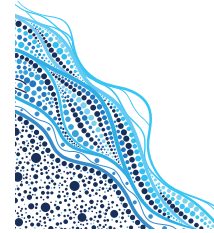
Gathering Symbol

The gathering symbol portrayed in the artwork serves as a powerful representation of a place that warmly welcomes and embraces all individuals, while also embracing the rich cultural heritage of Aboriginal and Torres Strait Islander peoples. This depiction stands as a powerful symbol of inclusivity and meaningful connections.



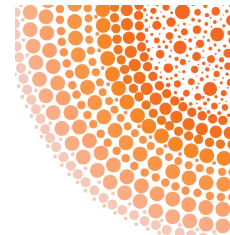
Land

This symbol represents the connection to the land of Australia. The land provides us all the resources to live and connects all our communities.



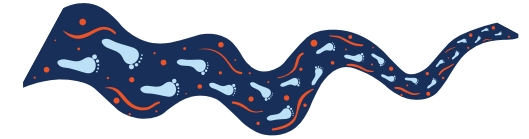
Water

On the left side, wave patterns with dots are depicted, symbolising our deep-rooted connection to Sea Country along the east coast of Queensland. This connection serves as a reminder of the important relationship Indigenous peoples have with the sea and its significance in their culture.



Sun

In the right-hand corner, the sun takes its place, accentuating the Queensland Sunset as it casts its radiant rays upon the adjacent land. This signifies the warmth and hope that QLeave brings to its vision.



Pathways

Pathways with footprints symbolise the individual journeys taken towards mental health and wellbeing. These paths represent the diverse and unique experiences of each person in their pursuit of wellness.



People

This symbol represents people. It is used to symbolise the staff within QLeave.

About the Artist



Lani Balzan is an Aboriginal artist and graphic designer specialising in designing Indigenous canvas art, graphic design, logo design, Reconciliation Action Plans design and document design.

Lani is a proud Aboriginal woman from the Wiradjuri people of the three-river tribe. Her family originates from Mudgee but she grew up all over Australia. She lived in many different towns starting her business in Illawarra New South Wales and recently relocating to Mid-North Queensland.

In 2016, Lani was announced as the NAIDOC Poster Competition winner with her artwork “Songlines”. This poster was used as the 2016 NAIDOC theme across the country.

Lani has been creating Aboriginal art since 2013 and has continued success across the country. One of her biggest goals and aspirations with creating Aboriginal art is to develop a better connection to her culture and to continue to work towards reconciliation; bringing people and communities together to learn about the amazing culture we have here in Australia.

www.aboriginalartbylani.com.au

Our Vision for Reconciliation

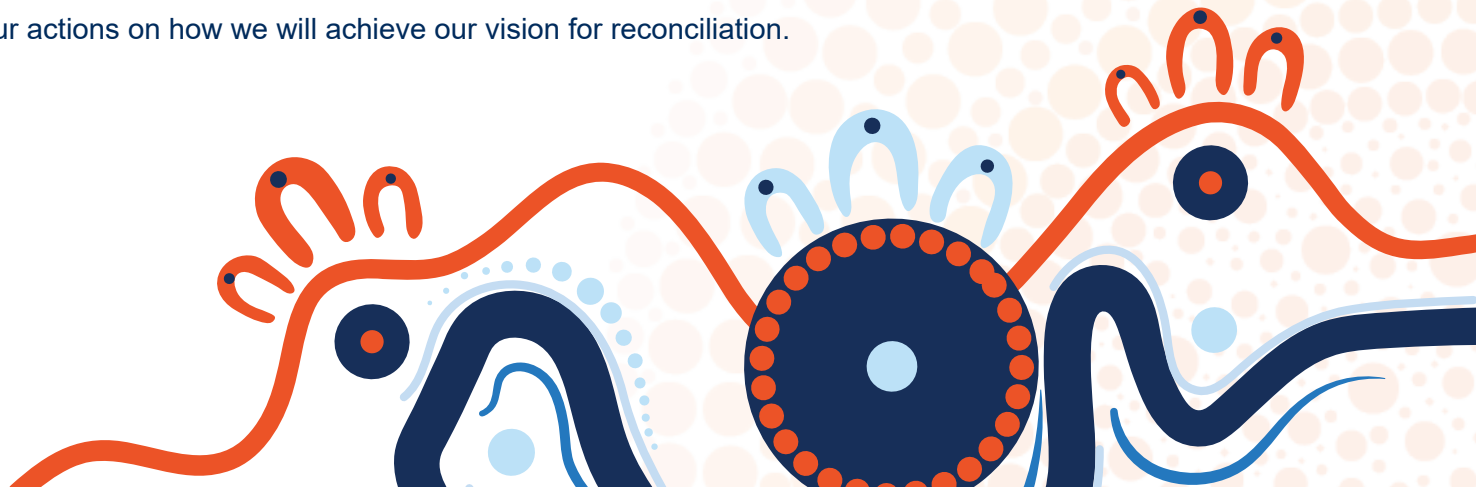
QLeave will continue to make a positive contribution to Australia's national reconciliation movement. Our vision for reconciliation is an Australia that embraces, values, and celebrates Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights. This vision is grounded in respect, recognition, and collaboration. We contribute to this by continuing to develop and strengthen the education of our staff in the rich and cultural histories of Aboriginal and Torres Strait Islander peoples.

QLeave provides long service leave to workers in Queensland's building and construction, contract cleaning and community services industries and promotes a safe working environment for all within our circle of influence. To continue our contribution to reconciliation, we are initiating the next stage of our reconciliation journey, confirming our commitment to Australia's First Nations peoples.

We will:

- lead internal and external stakeholder action plans to create change
- promote cultural safety for all Aboriginal and Torres Strait Islander peoples
- work within a respectful place of diversity, equity and inclusion
- partner with Aboriginal and Torres Strait Islander peoples to create engagement opportunities through employment strategies for our staff and the community we serve by developing and piloting innovative strategies

Our Innovate Reconciliation Action Plan outlines our actions on how we will achieve our vision for reconciliation.



A Message from Reconciliation Australia

Reconciliation Australia commends QLeave on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for QLeave to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, QLeave will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. QLeave is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals QLeave's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations QLeave on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation
Australia

A Message from our General Manager

QLeave's Innovate Reconciliation Action Plan (RAP) confirms our reconciliation commitment. Reconciliation cannot simply be about one action. It must be an ongoing and demonstrable commitment to Australia's First Nations peoples.

The actions in this plan will build on the foundations set in QLeave's Reflect RAP.

QLeave's ongoing RAP will develop and strengthen our relationships with Australia's First Nations peoples and support QLeave becoming an active participant in reconciliation.

QLeave began this journey before I arrived, but it will continue.

One thing we have learnt in developing our Innovate RAP is that diversity and inclusion is a component of reconciliation. We need to better embrace, learn from and be open to cultural diversity. To demonstrate this as part of our Innovate RAP, QLeave will deliver its first Diversity, Equity and Inclusion Strategy and associated steering committee in 2023.

To further demonstrate our commitment to ongoing reconciliation, QLeave's first ever RAP Advisor has commenced their valuable work. The RAP Advisor will work across the whole organisation and change the way we engage with First Nations peoples and businesses for the better. Further to this, we have also committed to investigating employing an identified Aboriginal and Torres Strait Islander Stakeholder Engagement position to be located regionally. By having positions dedicated to engaging with Aboriginal and Torres Strait Islander communities, we will learn how we can respectfully communicate and collaborate towards reconciliation.

While the Reflect RAP was an acknowledgement of injustices Aboriginal and Torres Strait Islander peoples may have experienced, the Innovate RAP will actualise our commitment to reconciliation through tangible and meaningful actions. QLeave's impact on First Nations peoples and their land will be at the forefront of all decisions made at QLeave along with directing efforts in support of relationships, engaging our staff and stakeholders in reconciliation.



Brett Bassett
General Manager
RAP Champion

Our Business

QLeave was established in 1992 to administer a portable long service leave scheme for eligible workers in Queensland's building and construction industry, regardless of whether they work on different projects for one or more employers. We have continued to grow and now administer similar schemes for Queensland's contract cleaning and community services industries. We are based in Queensland, with our office located in Northgate, Brisbane on the lands of the Turrbal and Yuggera peoples and staff located remotely in Central and Far North Queensland.

The General Manager reports to the Minister for Education, Minister for Industrial Relations, and Minister for Racing through a Board of Directors in respect of each of the portable long service leave schemes. QLeave is governed by three Acts and is responsible for over \$1 billion of funds under investment.



490,921 workers



27,030 employers



123 QLeave staff



Four QLeave Staff and one Board Member that self-identify as Aboriginal and/or Torres Strait Islander.

Our Strategic Priorities

- *Putting our people first*
- *Delivering service with purpose*
- *Ensuring our schemes are sustainable*
- *Delivering functional and operational excellence*

As the statutory authority administering the portable long service leave schemes for eligible workers and employers in Queensland, our sphere of influence is far reaching and we have extensive opportunities to engage external stakeholders. Internally, we strive to recognise, learn and act on our growth opportunities, developing our organisation guided by the pillars of respect, relationships and opportunities.

We will continue to use our position in the building and construction, contract cleaning and community services industries to promote meaningful engagement and lead by example to remove barriers and enhance opportunities for Aboriginal and Torres Strait Islander peoples to benefit from portable long service leave.

We are committed to making QLeave a welcoming place for Aboriginal and Torres Strait Islander peoples to work, and engage with as a government service.



Customers First



Empower People



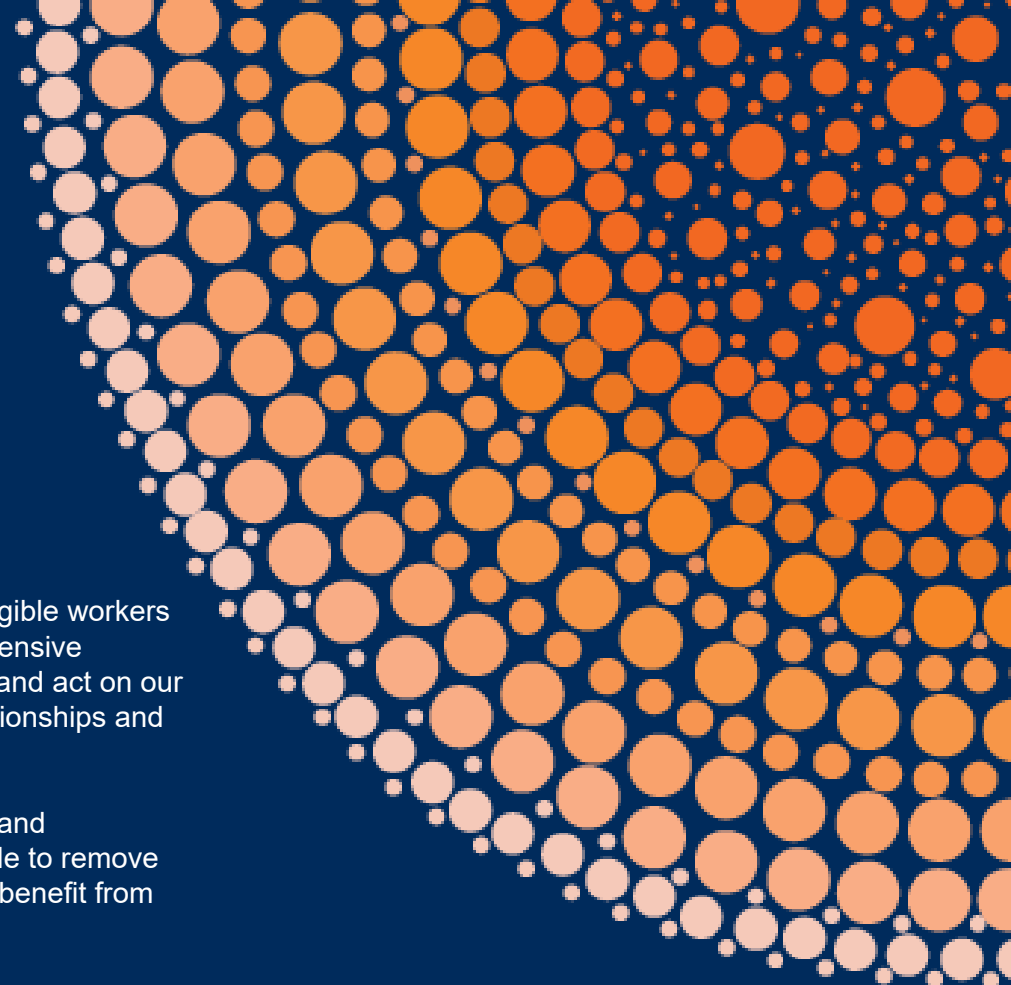
Unleash Potential



Ideas into Action



Be Courageous



Our RAP Working Group

Our RAP Working Group includes representatives from teams across QLeave, including our people, culture and capability, stakeholder engagement, and executive leadership teams.

Our RAP Working Group are passionate and committed to driving our reconciliation activities to build on the learnings for all staff.

Our RAP Working Group currently has one First Nations representative.

Our members



Brett Bassett

General Manager

Reconciliation Action Plan
Champion and Executive Sponsor



Helen Rameka

Reconciliation Action Plan Advisor

RAP working group chair



Leanne Perrins

Manager, People, Culture and
Capability

RAP working group member and
Innovate RAP lead



Andrew Stephenson

Stakeholder Engagement Officer

RAP working group member and
proud member of the Gubbi Gubbi
tribe



Georgia Cameron

Project Officer, People, Culture and
Capability

RAP working group member

Our Reconciliation Action Plan

Innovate RAP is part of our broader commitment to diversity, equity and inclusion and the continuation of our reconciliation journey.

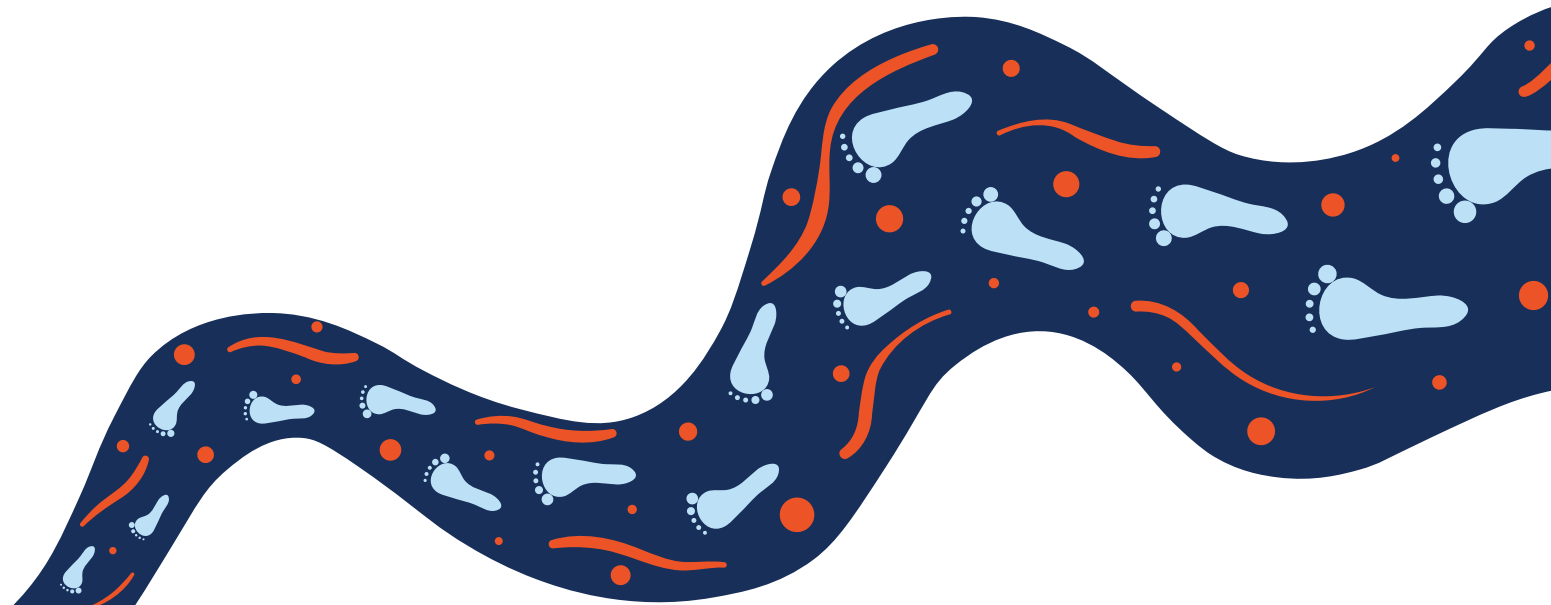
In strengthening our commitment to cultural safety, we are ensuring that Aboriginal and Torres Strait Islander representation is embedded in the development of our Diversity, Equity, and Inclusion Steering Committee.

Our RAP journey to date:

We are proud of the work we have done so far; we also recognise that we have a long path in front of us. QLeave will continue to work on our approach to ensure the launch and implementation of our Innovate RAP will support the work we are doing to realise our vision for reconciliation. We are embedding the knowledge and learnings we have taken from our Reflect RAP into our Innovate RAP to build on our successes.

We strive to continue building our organisational knowledge, cultural capability, and practices to address the issues that prevent Aboriginal and Torres Strait Islander peoples from having equitable access to opportunities.

We recognise QLeave's role in supporting reconciliation and endeavour to contribute to the rising proportion of Australians understanding and valuing Aboriginal and Torres Strait Islander cultures, rights and experiences.



Our Reconciliation Action Plan

Highlights from our Reflect RAP Actions

Throughout the delivery of the Reflect RAP, we were thrilled to see the appetite from our employees to understand and engage with reconciliation activities.

This manifested during NAIDOC Week 2022, where we held an event each day to raise awareness about the meaning of NAIDOC Week and celebrate Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights.

Senior leaders encouraged employees to attend as many events as possible. Aboriginal Elder, Maroochy Barambah; Songwoman and Law-woman of the Turrbal Tribe, performed the Welcome to Country to commence NAIDOC Week and shared her story with us.

We were also fortunate to have a local Aboriginal artist, Cassie Dover, lead a paint and sip event, where attendees were able to gain an understanding of the cultural significance of art and expression.

The RAP Working Group organised a panel to discuss NAIDOC Week, and QLeave's role in reconciliation. We were grateful for the attendance of panel member, Jennifer Cullen, a descendant of the Bidjara and Wakka Wakka people, and Deputy Chairperson of the Community Services Industry Board.

Jennifer shared enlightening and confronting insights as well as advice to the organisation and to the RAP Working Group. We look forward to continuing our relationship with Jennifer in our reconciliation journey.

These events supported us in communicating QLeave's commitment to reconciliation and increasing our employees' understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation.

Equality is a hard-fought ongoing issue in society and we all must step up to ensure we fight injustices and inequality where we see it.

QLeave is committed to the RAP starting with reflection. QLeave has a committed RAP working group leading the way.

How recently Aboriginal and Torres Strait Islander peoples were recognised as people by the government.

Reconciliation is everyone's responsibility.

At the end of NAIDOC Week, we asked our employees to reflect and share something they had learned throughout the week.

Here's what they said.

Employee responses to the question

Can you share something you've learnt this week?

How hard it was to be able to obtain a licence, birth certificate and legal documents to be recognised. Things we take for granted.

Aboriginal art dots and line work represent land and communities.

Acknowledgement of Aboriginal and Torres Strait Islander protocols and the significance of NAIDOC week.

I did not know the meaning behind Boundary Street's name, I was shocked when our guest speaker spoke about the meaning.

Our Reconciliation Action Plan

Our Key Learnings

Throughout the delivery of our Reflect RAP, we increased opportunities for Aboriginal and Torres Strait Islander businesses in our supply chain. This has now been expanded to procurement processes for other areas of the business.

We have taken on many learnings through our journey with the Reflect RAP. If we are to continue initiating genuine change in our organisation, we must further develop our approach, informed by the lessons we have learnt. Our most significant challenge has been maintaining momentum throughout the 18 months in which we delivered the Reflect RAP and sustaining the presence of the Reflect RAP in workplace conversations.

The RAP Working Group made efforts to achieve deliverables in a meaningful way. However, upon reflection, we have realised that reconciliation is a long-term goal we should consistently work towards, not relying solely on large events as opportunities to educate our staff.



Our Reconciliation Action Plan



In considering how we can further our journey and address our challenges, we have employed a dedicated RAP Advisor to organise and support the delivery of our RAP initiatives and outcomes. This RAP Advisor will support QLeave to more effectively engage with internal and external First Nations representatives to guide our delivery, ensuring our actions have the intended outcomes of contributing to reconciliation.

Senior leaders of QLeave have supported a commitment to scheduling dedicated time for reconciliation activities as part of the business-as-usual activities. Through this, we aim to address shortfalls in how we engage employees and stakeholders in our reconciliation activities. The RAP Champion will also be critical in encouraging leaders to drive initiatives at all levels of the organisation.

QLeave is working to address the structural nature of racism and colonisation that continues to exist within its sphere of influence. During the life of our Innovate RAP, we will find opportunities to close the gaps in workplace health and safety, diversity, equity and inclusion, employment and education within our organisation.

We will continue to drive our reconciliation journey with clear intent and commitment to real change. In doing so, we must reflect on the role of government in excluding of First Nations peoples and the impact of intergenerational trauma caused by government policy and practice. We must also acknowledge the impact this has on those who interact with our organisation, including employees and workers in our industries.

Through this, we are committed to making QLeave a better place for Aboriginal and Torres Strait Islander peoples to work.

Our Reconciliation Action Plan

The Innovate RAP will support our employees and leaders to:

- continue to build cultural competence by embedding cultural awareness and capability into all areas of the organisation
- take culturally informed approaches to day-to-day work and decision making
- ensure policy and service delivery reflect and are appropriate to the needs of Aboriginal and Torres Strait Islander peoples
- foster workplace cultures that respect and value the skills, experience and perspectives of Aboriginal and Torres Strait Islander employees and communities

We will continue building a safe welcoming environment in which all staff feel comfortable and confident in bringing their whole selves to work. We will use the Innovate RAP to build on the foundations developed through our Reflect RAP and to move forward with an enhanced understanding of our challenges and an enlivened ambition to play our part in Reconciliation.





Relationships

QLeave recognises that respectful, sustainable and mutually beneficial relationships are a pre-requisite for success. As an organisation, we aim to leverage our developing relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes within QLeave and across our industries.

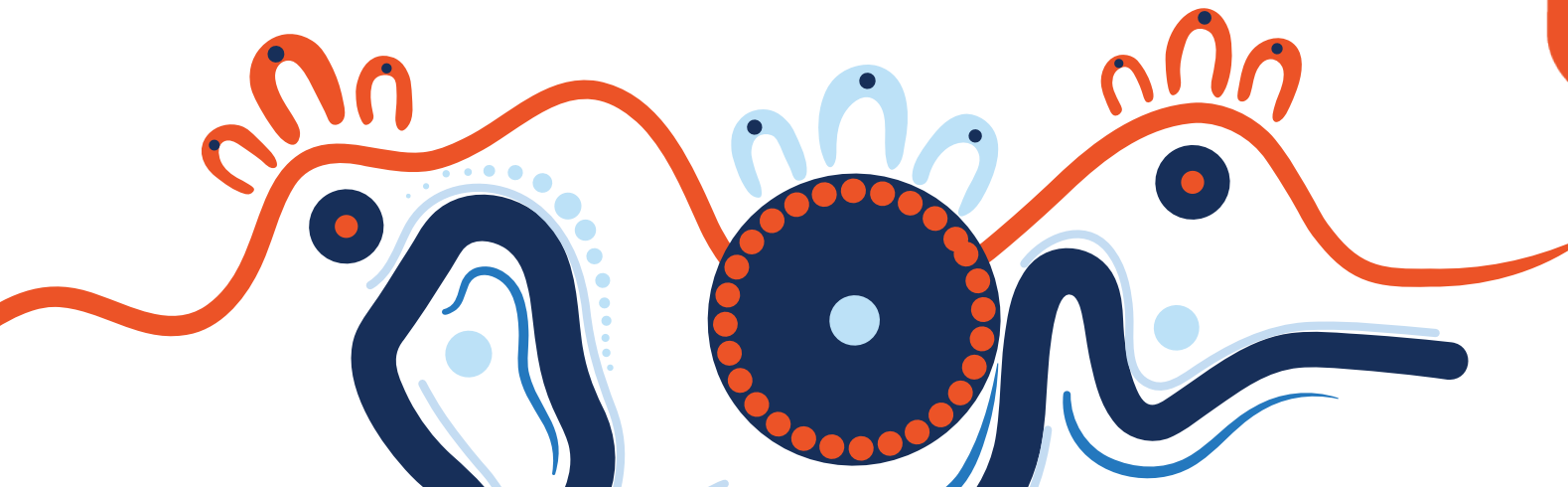
We are committed to building strong, sustainable, and beneficial relationships with employers, levy payers and workers in the industries in which we operate. In doing so, we can more effectively service our schemes and ensure the accessibility of our organisation for everyone working or operating within our industries.

Our organisation is further committed to building and sustaining strong relationships with staff to develop and pursue opportunities. We will take this approach at all stages of the employee life cycle, including attraction, recruitment, and retention. The role of developing relationships in the way we implement and incorporate our RAP into business processes will sit closely with how we will develop opportunities with Aboriginal and Torres Strait Islander staff and stakeholders.

Aligning our Strategic Goals:

Building strong relationships with Aboriginal and Torres Strait Islander peoples, businesses and communities aligns with our strategic goals of:

- putting our people first by building a safe, inclusive, diverse and resilient workforce
- delivering service with purpose by embedding empathy, fairness and equity in all our interactions with scheme participants
- delivering functional and operational excellence by prioritising opportunities to continuously improve our processes and performance



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.	December 2023	RAP Advisor
	Develop an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	April 2024	RAP Advisor
	Implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	August 2024	RAP Advisor
	Investigate the resourcing of a dedicated Aboriginal and Torres Strait Islander stakeholder engagement officer, located regionally, to help guide our First Nations engagement.	November 2023	General Manager
	Build strong and respectful partnerships with Aboriginal and Torres Strait Islander peoples, organisations and communities by researching and investigating how to ensure their inclusion in our organisational development.	April 2024	RAP Advisor
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024 May 2025	RAP Advisor
	RAP Working Group members to participate in an external NRW event.	May 2024 May 2025	RAP Advisor
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2024 May 2025	RAP Advisor
	Organise at least one NRW event each year.	May 2024 May 2025	RAP Advisor
	Register all our NRW events on Reconciliation Australia's NRW website .	May 2024 May 2025	Project Officer

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Develop a staff engagement strategy to raise awareness of reconciliation across our workforce.	April 2024	RAP Advisor
	Implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	August 2024	RAP Advisor
	Communicate our commitment to reconciliation publicly.	November 2023	RAP Advisor
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	April 2024	RAP Advisor
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	May 2024	RAP Advisor
	Develop resources to communicate the benefits of collaboration with First Nations peoples, organisations, and communities externally.	October 2024	RAP advisor
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of People, Culture and Capability policies and procedures to identify existing anti-discrimination provisions, and future needs.	May 2024	Manager PCC
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	November 2024	Manager PCC
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	June 2024	RAP Advisor
	Educate senior leaders on the effects of racism.	June 2025	RAP Advisor



Respect

QLeave employees are encouraged to understand and respect Aboriginal and Torres Strait Islander cultures and protocols and bring this understanding to their work. We continue to create opportunities for employees to connect with local communities and celebrate important Aboriginal and Torres Strait Islander events such as NAIDOC Week.

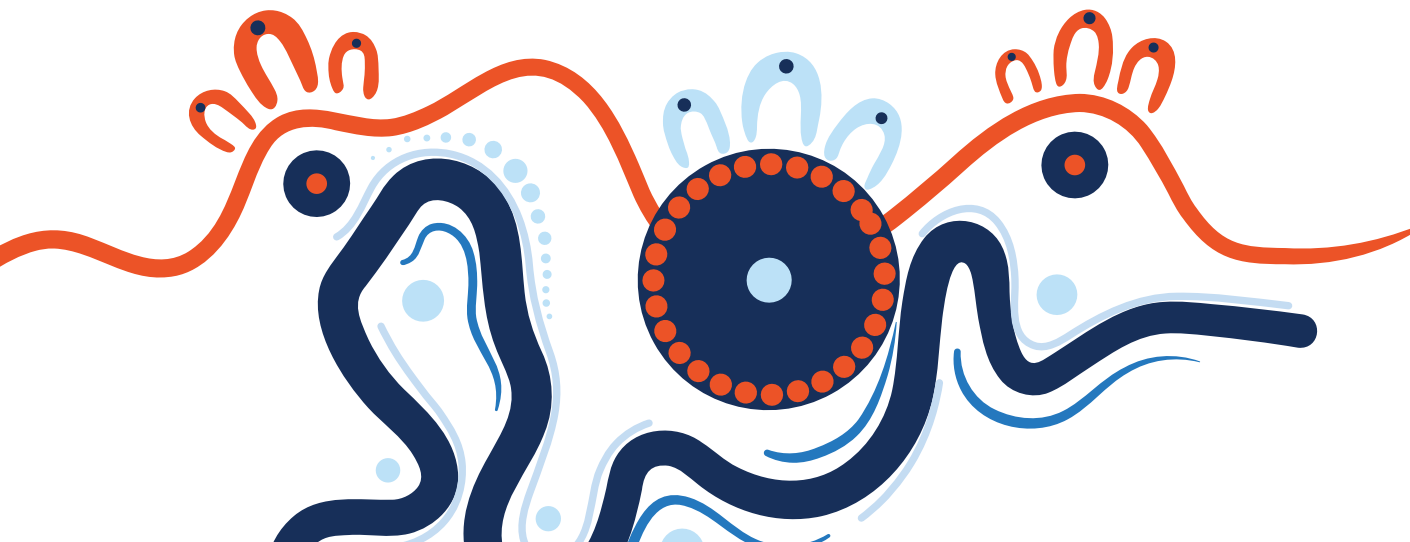
In doing so, our goal is to create a welcoming environment for all our stakeholders, ensuring they feel safe and comfortable in bringing their whole selves to work or engaging with our services.

The core principles underlying respectful relationships are legitimacy, credibility and trust. Only by learning, understanding, and celebrating the diversity of cultures and histories, can we operate with respect. To facilitate this development, QLeave has created the position of RAP Advisor. The RAP Advisor will influence our operational activities and programs to support our vision for reconciliation.

Aligning our Strategic Goals:

Respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights is aligned with QLeave's strategic goals:

- putting our people first by building a safe, inclusive, diverse and resilient workforce
- delivering service with purpose by embedding empathy, fairness and equity in all our interactions with scheme participants
- delivering functional and operational excellence by prioritising opportunities to continuously improve our processes and performance



Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	April 2024	Manager PCC
	Conduct a review of cultural learning needs within our organisation.	December 2023	RAP Advisor
	Develop a cultural learning strategy for our staff focusing on increasing the cultural safety for First Nations employees, including cultural capability training for all staff.	April 2024	Manager PCC
	Implement and communicate a cultural learning strategy document for our staff.	October 2024	Manager PCC
	Provide opportunities for RAP Working Group members and other key leadership staff to participate in formal and structured cultural learning.	October 2024	RAP Advisor
	Ensure that Aboriginal and Torres Strait Islander representation is embedded in the development of the Diversity, Equity and Inclusion Steering Committee to guide cultural awareness.	November 2024	RAP Advisor
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	October 2024	RAP Advisor
	Develop a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	October 2024	RAP Advisor
	Implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	November 2024	RAP Advisor
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	November 2024	RAP Advisor
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	November 2023	General Manager

Action	Deliverable	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Review People, Culture and Capability policies and procedures to remove barriers to staff participating in NAIDOC Week.	July 2024 July 2025	RAP Advisor
	RAP Working Group to participate in an external NAIDOC Week event.	April 2024 April 2025	Project Officer
	Promote and encourage participation in external NAIDOC events to all staff.	July 2024 July 2025	RAP Advisor
8. Demonstrate respect to Aboriginal and Torres Strait Islander Peoples by creating a culturally welcoming workplace environment.	Display the QLeave Innovate RAP artwork, and Aboriginal and Torres Strait flags in our office.	December 2023	RAP Advisor
	Include the traditional name of Brisbane – Meeanjin – on the QLeave website contact us page.	December 2023	Principal Communications Advisor
	Develop a QLeave annual calendar inclusive of culturally significant dates and events, promoted to all staff.	April 2024	RAP Advisor



Opportunities

Meaningful engagement with Aboriginal and Torres Strait Islander peoples, organisations and communities means that QLeave will use its sphere of influence to provide platforms for voice, partnerships, and actions for change across the organisation. For example, through professional development and procurement practices.

We create and promote employment and development opportunities to ensure sustainable career progression for Aboriginal and/or Torres Strait Islander individuals.

Our organisation is developing a talent management framework through which we will attract, develop and retain talented staff to support professional growth. As part of this framework, we will deliver an Emerging Leaders program. Through this, high performing, talented staff will have opportunities to develop skills and become effective operational and strategic leaders at QLeave.

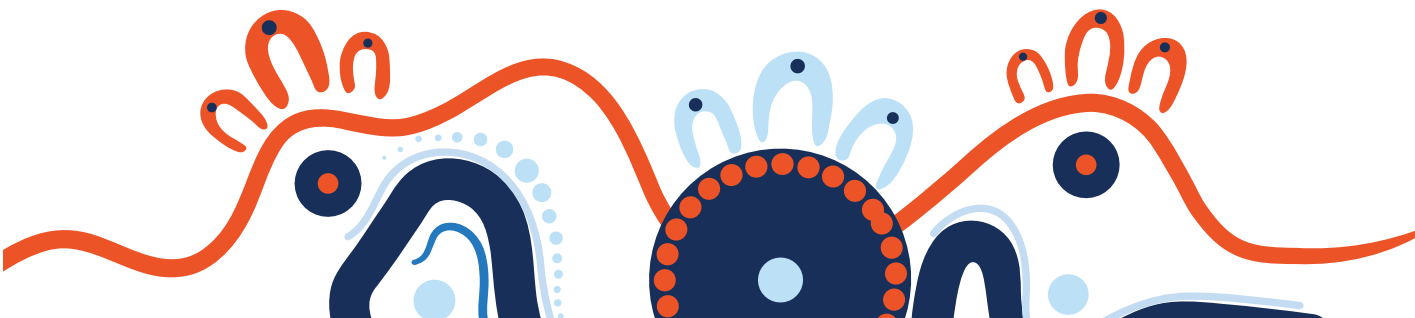
Our Study and Research Assistance Scheme (SARAS) supports staff to pursue and achieve career and interest-based qualifications with financial and leave support. We will promote the use of this scheme to all staff.

We are committed to engaging with and including Aboriginal and Torres Strait Islander voices and perspectives to ensure we develop and implement meaningful programs and opportunities.

Aligning our Strategic Goals:

Opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities are aligned with our strategic goals of:

- putting our people first by building a safe, inclusive, diverse and resilient workforce
- delivering service with purpose by embedding empathy, fairness and equity in all our interactions with scheme participants
- delivering functional and operational excellence by prioritising opportunities to continuously improve our processes and performance



Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy.	April 2024	Manager PCC
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2023	RAP Advisor
	Develop an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	June 2024	Manager PCC
	Implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	August 2024	Manager, PCC
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	August 2024	Manager PCC
	Review recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	October 2024	Project Officer
	Investigate targeted cultural capability training for people with managers working with/mentoring First Nations employees,	October 2024	Manager PCC
10. Increase First Nations voices and opportunities in the design and development of QLeave programs and services.	Investigate developing a Corporate Social Responsibility Committee and request Aboriginal and Torres Strait Islander representation to support culturally informed approaches to social and environmental actions.	July 2024	RAP Advisor
	Investigate strategies to embed First Nations voices into consultation processes in strategic projects to remove barriers and enhance opportunities for Aboriginal and Torres Strait Islander peoples access portable long service leave.	October 2024	Principal Communications Advisor

Action	Deliverable	Timeline	Responsibility
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop an Aboriginal and Torres Strait Islander procurement strategy.	July 2024	Principal Procurement Officer
	Implement an Aboriginal and Torres Strait Islander procurement strategy.	September 2024	Principal Procurement Officer
	Investigate Supply Nation membership.	October 2024	Principal Procurement Officer
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	October 2024	Principal Procurement Officer
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	October 2024	Principal Procurement Officer
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	October 2025	Principal Procurement Officer



Governance

Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	June 2024 June 2025	RAP Advisor
	Establish and apply a Terms of Reference for the RWG.	January 2024	RAP Advisor
	Meet at least four times per year to drive and monitor RAP implementation.	October 2023 to July 2025	RAP Advisor
13. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	November 2023	RAP Advisor
	Continue to engage our senior leaders and other staff in the delivery of RAP commitments.	June 2025	RAP Advisor
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	April 2024	Project Officer
	Appoint and maintain an internal RAP Champion from senior management.	November 2023	Manager PCC

Action	Deliverable	Timeline	Responsibility
14. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	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 June 2025	Project Officer
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	December 2023	Project Officer
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	February 2024	Project Officer
	Report RAP progress to all staff and senior leaders quarterly.	February 2024 to January 2025	Manager PCC
	Publicly report our RAP achievements, challenges, and learnings, annually.	January 2024 January 2025	Manager PCC
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	September 2024	Project Officer
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	October 2025	Project Officer
15. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	April 2025	Project Officer



RECONCILIATION
ACTION PLAN

INNOVATE

For enquiries about our RAP

Name: Leanne Perrins

Position: Manager, People, Culture and Capability

Phone: 07 3212 6818

Email: pccteam@qleave.qld.gov.au

