



# Reconciliation Action Plan

January 2022 – December 2023







## Artwork Narrative:

It is our collective duty to care for our children and young people, we all have a role in how we protect, nurture, guide and teach them.

The hands and feet represent their journeys and the healing stones depict cultural grounding and well-being through connection.

The various motifs honour our diverse experiences and backgrounds, and that we all are a part of a something way bigger; a community.

The hands and feet are coming together to sit in a yarnning circle, to share, listen, reflect and understand one another. It is through this deep-listening that we can truly connect to ourselves and each other.

It is from this informed, healed, connected place, that we can grow with respect and stand in solidarity to overcome our challenges as individuals and as a collective.

Bitja (Dixon Patten Jnr)  
Gunnai, Gunditjmara, Yorta Yorta and Dhudhuroa  
Bayila Creative

## Acknowledgements

QEC acknowledges all Aboriginal and Torres Strait Islander peoples as Traditional Owners of the lands on which we walk, live and raise our children.

We pay our respects to Traditional Owners past, present and future.

We acknowledge the importance of children being raised with connections to culture, community and family.

## Foreword

The Queen Elizabeth Centre is proud to present our Innovate Reconciliation Action Plan – a formal commitment to reconciliation that recognises the strength, diversity and resilience of Aboriginal and Torres Strait Islander Peoples. Building on our Reflect RAP, we acknowledge the past and seek to respect, embrace and celebrate the cultures and heritage of Aboriginal and Torres Strait Islander Peoples.

QEC recognises that improved outcomes for children and their families can only be achieved through unity, self-determination and partnerships with Aboriginal and Torres Strait Islander Peoples, communities and organisations. QEC believes that it is the right of every child to be immersed in their culture - including family, community, cultural practices and identity - and to maintain their distinctive spiritual, material and economic relationship with the land and waters with which they have connection under traditional laws and customs.

We look forward to sharing our reconciliation journey with you.

Sandy Bell  
**President**

Sue White  
**Chief Executive Officer**

## QEC's Vision for Reconciliation

The Queen Elizabeth Centre's vision for reconciliation is a nation where all Australians respect and value the right of Aboriginal and Torres Strait Islander children to be connected to culture, family, and community.

A reconciled Australia, built on strong, trusting relationships, will enable Aboriginal and Torres Strait Islander children to thrive and will ensure families have equitable participation of in opportunities, resources, health and wellbeing.

QEC actively supports reconciliation. We understand and accept historical injustices and their impact on children and their families throughout the generations. We endeavour to make amends and ensure these actions are never repeated.

QEC commits to self-determination for Aboriginal and Torres Strait Islander Peoples and celebrates the strengths of children being raised with connections to culture, community and family.

## Our Organisation

Formed in 1917, QEC is Victoria's largest provider of residential and community based Early Parenting Services. We deliver a variety of different programs to more than 3,000 families annually - directly and in partnership with government and other providers across metropolitan and regional Victoria (from sites in Noble Park, Dandenong, Carrum Downs, Morwell, Bairnsdale, Leongatha, Preston, and Wodonga).

QEC is a public hospital and community service organisation. We provide overnight, outpatient and tele-health services at our Noble Park site. We also proudly support families with in-home and community-based services across Victoria. QEC promotes the safety, wellbeing and inclusion of all children. We advocate for child-focused and family-centred practices - and strive to offer services that celebrate culture, and are safe, relevant and accessible to all families. QEC recognises that it is the right of every child to be immersed in their culture - including family, community, cultural practices and identity.

## QEC Vision

All children have the best start in life

## QEC Role

Partnering with families and communities to enable children to thrive

## QEC Values

### Respect

We respect the feelings and beliefs of others

### Teamwork

We listen to, acknowledge and accept others in our team

### Integrity

We approach others with fairness, honesty and openness

### Excellence

We strive for excellence and quality in everything we do

### Resilience

We are positive in our approach to all challenges

The following principles are integral to our work with Aboriginal and Torres Strait Islander families:

Connection to culture, community and family is essential to developing resilience in children and families

Strong cultural connection ensures a promising future for children and young people

All Aboriginal and Torres Strait Islander children and families have an inherent right to self-determination.

Families experience a variety of strengths and challenges that impact on young children. QEC programs are tailored to enable families to nurture, protect and enhance their children's wellbeing, health and development. Our 150+ employees include Maternal and Child Health Nurses, Midwives, General Nurses, Social Workers, Mothercraft Nurses and Early Childhood Educators. Currently, no staff members have self-identified as an Aboriginal and/or Torres Strait Islander person. As a part of this Innovate RAP, we endeavour to ascertain this information in a culturally appropriate way.

QEC values the perspectives of families who use our services; we regularly seek feedback to ensure that all voices are heard. A snapshot from our client surveys indicates that:

- 100% of families were satisfied with the service and with their involvement in decision making
- 99% of families felt that their feelings, cultural belief and family values were respected
- 98% of families found the program made a difference
- 97% of families felt that employees treated them with respect and would recommend the service to others
- 96% of families felt that information provided was helpful to reach their goals
- 95% of families felt more confident in parenting at the completion of the program

The Victorian Government recently committed significant funds to support parents with infants and young children, via 7 additional Early Parenting Centres across the state. QEC has been appointed to support 3 of the new centres (Frankston, Ballarat and Casey).

## Our RAP

QEC is committed to reconciliation - we support and celebrate Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia, recognising their unique, custodial, cultural and spiritual relationship to the land and sea. We believe that improved outcomes in health and well-being can only be achieved if effective and respectful partnerships are established with Aboriginal and Torres Strait Islander peoples, communities and organisations.

QEC is dedicated to strengthening the relationship between Aboriginal and Torres Strait Islander and non-Indigenous communities; we aim to build respect for and understanding of Aboriginal and Torres Strait Islander cultures across all aspects of our work.

QEC's Reconciliation Action Plan is a formal statement of commitment to reconciliation that aims to support the development of respectful relationships and meaningful opportunities with Aboriginal and Torres Strait Islander peoples. This Innovate RAP builds on our first Reflect RAP and outlines QEC's commitment to reconciliation across a number of domains:

- Overcoming racism
- Equality and equity
- Institutional integrity
- Unity
- Historical acceptance.



Our Innovate plan builds on the progress of QEC's Reflect RAP, seeking meaningful engagement and deeper understandings of reconciliation across our organisation and communities. Highlighted achievements from our Reflect RAP, include:

- RAP Working Group established, with organisation-wide engagement
- RAP Launch was celebrated by all employees with a Welcome to Country and Smoking Ceremony
- Cultural safety site audits at all campuses, with action plans instigated to address any gaps
- Aboriginal and Torres Strait Islander community consultations with Noble Park and Frankston building projects
- All employees completed a full day cultural awareness training with VACCA
- Extended partnerships with Aboriginal Community Controlled Organizations
- Cultural resources purchased for each QEC site / team
- Acknowledgement of Country developed and endorsed by QEC Board
- All employees involved in: NAIDOC Week, Aboriginal Children's Day and National Reconciliation Week.

The COVID-19 pandemic has created a significant challenge to implementing our previous Reflect RAP. Meeting face to face, attending NAIDOC and other community events and engaging directly with Aboriginal and Torres Strait Islander families have all been impacted. QEC has undertaken a range of virtual activities to ensure we continue our commitment to reconciliation work whilst reducing the risk of COVID-19.

The QEC RAP Working Group was established in early 2020 and is guided by Terms of Reference that describe the responsibilities of the Working Group members as:

- Increase awareness and encourage local participation within members team / campus
- Champion reconciliation within local teams / sites in the following ways
  - Engage with local ACCOs and learn about local Traditional Owners
  - Act as a resource for QEC employees – ensure availability of culturally appropriate learning resources
  - Ensure each site has appropriate flags, artwork, toys, posters, books etc
  - Ensure Acknowledgement of Country is used at team meetings
- Monitor and report on numbers of Aboriginal and Torres Strait Islander children / families accessing QEC services.

Working Group membership is inclusive of QEC sites and roles, ensuring each team has an opportunity to contribute to reconciliation:

- Early Childhood Worker - Gippsland
- Early Parenting Practitioner - VACCA Dandenong
- Clinical Coordinator - Carrum Downs
- Early Parenting Practitioner - Wodonga
- Early Parenting Practitioner - Preston
- Learning & Development Coordinator - Noble Park
- Family Experience & Communications Team Leader - Noble Park
- People, Culture & Safety Senior Business Partner - Noble Park
- Executive Assistant - Noble Park
- Early Parenting Practitioner - Noble Park
- Mental Health Clinician - Noble Park
- Chief Executive Officer - Noble Park

Working Group meetings are held quarterly at a minimum, and are chaired by the CEO, who is the RAP Champion. A representative from the Victorian Aboriginal Childcare Agency participates in the RAP Working Group. Formal consultations with local Aboriginal Community Controlled Organisation partners have also occurred on a regular basis, around a number of issues, including: QECs new building design, program development, and workforce training / support and our Reconciliation Action Plan.

QEC's Innovate RAP has been developed over a 6-month period by the RAP Working Group, following extensive consultation with key stakeholders:

- A series of reconciliation workshops involving all employees / teams
- Review and input by our Leadership Team and Board
- Significant consultation with key Aboriginal and Torres Strait Islander stakeholders (families, Aboriginal organisations and community members).

QEC's Innovate RAP and Working Group are extremely fortunate to have an Executive Sponsor from VACCA, the Victorian Aboriginal Child Care Agency. The Sponsor has met with senior QEC staff (including the RAP Champion) on a number of occasions to provide advice regarding key aspects of QEC's reconciliation journey, including creating a culturally safe workforce, ensuring environment is welcoming and respectful, and helping QEC to better understand (and respond to) the needs of Aboriginal and Torres Strait Islander families.

QEC has long standing, formal partnerships with VACCA and Wanjana Lidj, comprising of jointly appointed employees, co-located teams and dedicated, shared resources. We also have informal working relationships with Dandenong District Aboriginal Co-op and Albury Wodonga Aboriginal Health Service. QEC's relationships with Aboriginal and Torres Strait Islander peoples is centred around the following principles (from SNAICC):

- Respect for Aboriginal and Torres Strait Islander cultures and histories
- A strong commitment to self-determination
- Commitment to long-term sustainable relationships based on trust, with shared responsibility and accountability
- Valuing process elements as integral to support and enable partnership
- Redressing unequal or discriminatory relationships, structures and outcomes.

QEC's enduring relationship with VACCA commenced when our Dandenong team co-located at the VACCA Southern office over 10 years ago.

In recent years, this approach has continued to mature and develop, with QEC further progressing our commitment to supporting improved outcomes for Aboriginal and Torres Strait Islander children and families via partnerships (such as joint projects and shared care arrangements) with VACCA and other community controlled organisations across Victoria.

QEC respects the Uluru Statement from the Heart - and the essential components of Voice, Treaty, and Truth. We have incorporated this into our Innovate RAP in the following ways.

- Documentation from the past - QEC acknowledging and reconciling historical injustices
- Community input - QEC's formal commitment to change
- Opportunity for individuals to share their stories in a healing process - as part of QEC's reconciliation journey.



# Relationships

QEC has a longstanding passion for improving outcomes with Aboriginal and Torres Strait Islander children, families and communities. We are committed to ensuring that the voice of Aboriginal and Torres Strait Islander communities and families informs all aspects of our work. To enable QEC to embrace and celebrate culture in a safe, respectful way, we will continue to build on existing relationships with Aboriginal Community Controlled Organisations, and the community more broadly. A unified approach and an understanding of history is essential to this process.

## Link to QEC's Strategic Plan

- Children, Families & Communities - Infants, children, families and their communities are at the centre of everything we do
- Leadership & Collaboration - Our leadership and partnerships ensure all children are afforded the best start in life

ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
<p>1. <b>Establish and foster mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b></p>	<ul style="list-style-type: none"> <li>Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement – including community members, ACCOs, and local Aboriginal and Torres Strait families.</li> <li>In partnership with VACCA, develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> <li>Embed the SNAICC self-determination partnership model at QEC.</li> </ul>	<p>Dec 2023</p> <p>Feb 2022</p> <p>May 2022</p>	<p>RAP Working Group (WG) Chair</p> <p>CEO</p> <p>CEO</p>
<p>2. <b>Build relationships through celebrating National Reconciliation Week (NRW)</b></p>	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia’s NRW resources and reconciliation materials to all QEC employees.</li> <li>Participate in an external NRW event - RAP Working Group members and senior QEC employees.</li> <li>Organise at least one NRW event each year.</li> <li>Register all QEC NRW events on Reconciliation Australia’s NRW website.</li> <li>Encourage and support staff to participate in at least one external event to recognise and celebrate NRW</li> </ul>	<p>27 May–3 Jun, 2022 &amp; 2023</p>	<p>CEO</p> <p>CEO</p> <p>RAP WG Chair</p> <p>RAP WG Chair</p> <p>RAP WG Chair</p>
<p>3. <b>Promote reconciliation through our sphere of influence.</b></p>	<ul style="list-style-type: none"> <li>Implement ongoing strategies to engage QEC employees in reconciliation.</li> <li>Communicate QEC’s commitment to reconciliation publically, via our Annual Report, social media, website and other publications.</li> <li>Explore and develop opportunities to positively influence QEC’s external stakeholders to drive reconciliation outcomes.</li> <li>Collaborate with other like-minded organisations (health / family services, Reconciliation Australia, VACCA, Wanjana Lidj) to develop ways to advance reconciliation.</li> </ul>	<p>Jun 2022</p> <p>Dec 2022</p> <p>Dec 2023</p> <p>Dec 2023</p>	<p>RAP WG Chair</p> <p>CEO</p> <p>DNCS, DICD, DCS</p> <p>Managers: NMR, SMR, Gippsland, NP</p>

ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
<p>4. <b>Promote positive race relations through anti-discrimination strategies.</b></p>	<ul style="list-style-type: none"> <li>• Conduct a review of People &amp; Culture policies / procedures to identify existing anti-discrimination provisions and future needs.</li> <li>• Develop, implement and communicate an anti-discrimination policy for our organisation.</li> <li>• Engage with Aboriginal and Torres Strait Islander employees and Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.</li> <li>• Educate all employees (including senior leaders) on the effects of racism.</li> <li>• Ensure all employees are aware of frameworks that support human rights and anti-discrimination.</li> </ul>	<p>Dec 2022</p> <p>Dec 2022</p> <p>Jun 2022</p> <p>Dec 2022</p> <p>Dec 2022</p>	<p>PC&amp;S Manager</p> <p>PC&amp;S Manager</p> <p>PC&amp;S Manager</p> <p>DCID, DCS</p> <p>DCID, DCS</p>
<p>5. <b>Continue to develop positive relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations - to support positive outcomes for children and their families.</b></p>	<ul style="list-style-type: none"> <li>• Ensure QEC's infrastructure projects (Noble Park and Frankston) celebrate culture by engaging Aboriginal and Torres Strait Islander peoples in design of building and outdoor spaces.</li> <li>• Promote cultural safety as an essential service principle in the development of programs for Aboriginal and Torres Strait Islander families – by partnering with communities to ensure a self-determination approach.</li> </ul>	<p>Dec 2023</p> <p>Dec 2023</p>	<p>DIMP</p> <p>DICD</p>



# Respect

**QEC's vision is for all children to have the best start in life. We are respectful in our acknowledgement of Aboriginal and Torres Strait Islander peoples' cultures, histories, futures and rights, in the pursuit of improved outcomes for children. QEC is committed to working alongside Aboriginal and Torres Strait Islander families to acknowledge and reconcile intergenerational trauma of historical injustices. Reconciliation at QEC means strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples, in order to overcome racism and strive for unity and understand history. At QEC, we aim to ensure that as an organisation, respect is shown in the language we use, the actions we take and the work we do. QEC recognises Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia and recognise unique cultural and spiritual relationships to land and sea.**

## **Link to QEC's Strategic Plan**

- Children, Families & Communities - Infants, children, families and their communities are at the centre of everything we do
- Leadership & Collaboration - Our leadership and partnerships ensure all children are afforded the best start in life

ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
<p>6. <b>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b></p>	<ul style="list-style-type: none"> <li>• Conduct a review of cultural learning needs within QEC and continue to refine and improve our cultural learning strategy for our employees.</li> <li>• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander organisations on the development and implementation of a cultural learning strategy, ensuring QEC employees learning opportunities are offered in a variety of ways and formats.</li> <li>• Develop, implement and communicate a cultural learning strategy for our staff.</li> <li>• Strengthen QEC’s commitment to understanding local cultures &amp; communities, by providing opportunities for RAP Working Group members and other key leadership employees to participate in additional cultural learning.</li> <li>• Review QEC’s “Equity and Inclusion” policy to reflect best practice approaches.</li> <li>• Develop an understanding of the local Traditional Owners or Custodians of the lands and waters across all QEC sites.</li> </ul>	<p>Jun 2023</p> <p>Jun 2023</p> <p>Dec 2023</p> <p>Dec 2023</p> <p>Dec 2022</p> <p>Dec 2022</p>	<p>DCID, DCS</p> <p>DCID, DCS</p> <p>DCID, DCS</p> <p>RAP WG Chair</p> <p>RAP WG Chair</p> <p>RAP WG Chair</p>
<p>7. <b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b></p>	<ul style="list-style-type: none"> <li>• Remove actual or perceived barriers to employees participating in NAIDOC Week.</li> <li>• RAP Working Group and senior employees to participate in an external NAIDOC Week event.</li> <li>• Promote and encourage participation in external NAIDOC events to all employees.</li> <li>• Raise awareness amongst our employees and stakeholders about the meaning of NAIDOC Week and external events in each local area.</li> </ul>	<p>Dec 2022</p> <p>Dec 2022</p> <p>Dec 2022</p> <p>Dec 2022</p>	<p>RAP WG Chair</p> <p>RAP WG Chair</p> <p>DIMP</p> <p>RAP WG Chair</p>



ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
8. <b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	<ul style="list-style-type: none"> <li>Remove actual or perceived barriers to employees participating in NAIDOC Week.</li> <li>RAP Working Group and senior employees to participate in an external NAIDOC Week event.</li> <li>Promote and encourage participation in external NAIDOC events to all employees.</li> <li>Raise awareness amongst our employees and stakeholders about the meaning of NAIDOC Week and external events in each local area.</li> </ul>	<p>May 2022 &amp; 2023</p> <p>Jul 2022 &amp; 2023</p> <p>Jul 2022 &amp; 2023</p> <p>Jul 2022 &amp; 2023</p>	<p>RAP Working Group (WG) Chair</p> <p>CEO</p> <p>CEO</p>
9. <b>Demonstrate a strong, commitment to Aboriginal and Torres Strait Islander families, by ensuring QEC services are accessible and responsive to the needs of the Aboriginal and Torres Strait Islander peoples.</b>	<ul style="list-style-type: none"> <li>Identify emerging needs and service responses in partnership with community members and ACCOs, based on a family partnership model.</li> <li>Ensure QEC sites celebrate culture, via: <ul style="list-style-type: none"> <li>Aboriginal and Torres Strait Islander artwork and other cultural resources as advised by local owners</li> <li>Aboriginal and Torres Strait Islander flags</li> <li>Children’s toys, books and games that reflect Aboriginal and Torres Strait Islander peoples’ cultures</li> </ul> </li> <li>Undertake a review of QEC forms and database fields to ensure they incorporate respectful and inclusive language</li> <li>Monitor and report on the numbers of Aboriginal and Torres Strait</li> </ul>	<p>Dec 2023</p> <p>Dec 2022</p> <p>Dec 2022</p> <p>Dec 2023</p>	<p>RAP WG Chair, DCID</p> <p>RAP WG Chair</p> <p>RAP WG Chair</p> <p>RAP WG Chair</p>
10. <b>Demonstrate respect for the Uluru Statement from the Heart - and the essential components of Voice, Treaty, and Truth.</b>	<ul style="list-style-type: none"> <li>Acknowledge, understand and document historical injustices (such as the removal of children) that QEC may have been involved in</li> <li>Make a formal commitment and apology in partnership with affected Aboriginal and Torres Strait Islander communities</li> <li>Provide ongoing opportunities for employees to participate in education to increase awareness</li> <li>Review and use NSW Reconciliation resources to support employee engagement with the Uluru Statement from the Heart.</li> </ul>	<p>Jun 2022</p> <p>Dec 2022</p> <p>Dec 2023</p> <p>Dec 2023</p>	<p>RAP WG Chair, CEO</p> <p>RAP WG Chair, CEO</p> <p>RAP WG Chair, CEO</p> <p>RAP WG Chair, CEO</p>



# Opportunities

**QEC is committed to creating genuine, meaningful opportunities for Aboriginal and Torres Strait Islander peoples, communities and organisations across all areas of our work – including the families we work with, our employees, our partners and our suppliers. As Australia’s First Nations Peoples, we recognise the important and unique contribution of Aboriginal and Torres Strait Islander peoples to our workforce, economy, organisation and community. QEC will strive for opportunity creation, in the pursuit of unity and equity in our reconciliation journey.**

## **Link to QEC’s Strategic Plan**

- Sustainability - We are able to provide enduring support to families now and into the future
- People & Culture - Our people are essential to providing innovative, high-quality care that enables children to thrive

ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
<p>11. <b>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development</b></p>	<ul style="list-style-type: none"> <li>• Improve our understanding of Aboriginal and Torres Strait Islander workforce needs, to inform future attraction and retention at QEC.</li> <li>• Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.</li> <li>• Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy at QEC.</li> <li>• Actively explore models of recruiting and retaining Aboriginal and Torres Strait Islander students, volunteers and employees within QEC, in partnership with communities and organisations.</li> <li>• Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.</li> <li>• Review People &amp; Culture policies, procedures and practices to remove barriers to Aboriginal and Torres Strait Islander participation at QEC.</li> <li>• Increase the percentage of Aboriginal and Torres Strait Islander employees employed at QEC.</li> </ul>	<p>Dec 2022</p> <p>Jun 2022</p> <p>Dec 2022</p> <p>Dec 2022</p> <p>Jun 2022</p> <p>Jun 2022</p> <p>Dec 2023</p>	<p>DCS</p> <p>DCS</p> <p>DCS</p> <p>DCS</p> <p>DCS</p> <p>DCS</p> <p>DCS</p>
<p>12. <b>Ensure Aboriginal and Torres Strait Islander employees at QEC experience a positive, welcoming, culturally safe workplace.</b></p>	<ul style="list-style-type: none"> <li>• Promote and enhance a safe, positive work environment by providing peer support opportunities amongst QEC Aboriginal and Torres Strait Islander employees and other local Aboriginal and Torres Strait organisations.</li> <li>• Ensure the new buildings at Noble Park and Frankston celebrate culture and provide a safe environment for Aboriginal and Torres Strait Islander employees, by incorporating Aboriginal and Torres Strait Islander landscaping, artwork and design features.</li> </ul>	<p>Jun 2022</p> <p>Dec 2023</p>	<p>DCS</p> <p>DIMP</p>

ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
<p>13. <b>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b></p>	<ul style="list-style-type: none"> <li>• Continue to implement QEC’s social procurement strategy, and develop a specific strategy to focus on Aboriginal and Torres Strait Islander business and communities.</li> <li>• Investigate Supply Nation membership.</li> <li>• Develop and implement opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses.</li> <li>• Review and update procurement procedures to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses, as per QEC’s social procurement strategy.</li> <li>• Develop commercial relationships with Aboriginal and Torres Strait Islander businesses, as per QEC’s social procurement strategy.</li> </ul>	<p>Dec 2023</p> <p>Dec 2022</p> <p>Dec 2022</p> <p>Dec 2022</p> <p>Jun 2022</p>	<p>DFICT</p> <p>DFICT</p> <p>DFICT</p> <p>DFICT</p> <p>DFICT</p>



# Governance

**A strong governance framework is essential to the development, delivery and review of QEC's Innovate RAP. We are committed to ensuring that everyone at QEC is engaged with reconciliation. QEC'S RAP Working Group has oversight of this work - and is supported by our senior leadership team, CEO and Board. Transparent and ethical governance of our RAP will highlight our commitment to institutional integrity at QEC.**

## **Link to QEC's Strategic Plan**

- Leadership & Collaboration - Our leadership and partnerships ensure all children are afforded the best start in life
- People & Culture - Our people are essential to providing innovative, high-quality care that enables children to thrive

ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
14. <b>Establish and maintain an effective RAP Working Group to drive governance of the RAP.</b>	<ul style="list-style-type: none"> <li>Explore expansion of Aboriginal and Torres Strait Islander representation on QEC's RAP WG.</li> <li>Continue to review and refine QEC's RAP WG Terms of Reference.</li> <li>QEC's RAP WG meet at least four times per year to drive and monitor RAP implementation.</li> </ul>	Dec 2023  Dec 2022  Dec 2023	RAP WG  RAP WG  RAP WG
15. <b>Provide appropriate support for effective implementation of RAP commitments.</b>	<ul style="list-style-type: none"> <li>Ensure adequate resources are provided for QEC's RAP implementation.</li> <li>Engage QEC Board and senior leaders in the delivery of RAP commitments.</li> <li>Define and maintain appropriate systems to track, measure and report on RAP plan and commitments.</li> <li>Continue to ensure an internal RAP Champion from QEC's senior management team.</li> </ul>	Mar 2022 Dec 2023  Mar 2022  Dec 2022	CEO CEO  RAP WG Chair, CEO  RAP WG Chair, CEO
16. <b>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	<ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.</li> <li>Report RAP progress to all QEC employees and Board quarterly.</li> <li>Publically report QEC's RAP progress and learnings annually, via digital channels and in our Annual Report.</li> <li>Investigate participating in Reconciliation Australia's Workplace RAP</li> </ul>	30 Sep, 2022 & 2023  Apr, Jul, Oct, Jan 2022 & 23  Nov 2022 & 2023  May 2022	CEO  CEO  CEO  CEO
17. <b>Continue QEC's reconciliation journey by developing our next RAP.</b>	<ul style="list-style-type: none"> <li>Register via Reconciliation Australia's website to begin developing our next RAP.</li> </ul>	Jul 2023	CEO
18. <b>Develop a coordinated, whole of organisational approach to reconciliation.</b>	<ul style="list-style-type: none"> <li>QEC's Board and Leadership Team are actively involved in reconciliation, by engaging in 3 x reconciliation activities each year (NAIDOC week, National Reconciliation Week and Children's Day)</li> <li>Undertake an annual all staff reconciliation event.</li> </ul>	Dec 2022  Dec 2022 & 2023	CEO  RAP WG Chair

# Appendix

## Abbreviations:

- **RAP WG: RAP Working Group**
- **CEO: Chief Executive Officer**
- **DSO: Director Services and Operations**
- **DFIT: Director Finance and ICT**
- **DCS: Director Corporate Services**
- **DCID: Director Clinical Innovation & Development**
- **DIMP: Director Infrastructure & Major Projects**



## Contact Details

Sue White  
Chief Executive Officer  
03 9549 2777  
suewhi@qec.org.au

Graphic Design by Bayila Creative  
[www.bayila.com.au](http://www.bayila.com.au)