

INNOVATE Reconciliation Action Plan

2024
2026

Cover Artwork

Country to Coast by Gordon Browning - Bundjalung/Yugambeh, South Sea Islander

"My artwork highlights through colour the strong and vibrant earth of our Country to Coast, QLD region that starts at the Sunshine Coast and travels up to Central Queensland, then west through the Central Highlands. It talks to our region and features the Maroochy River (bottom right) of the Sunshine Coast & Gympie region, the Burnett River (centre) of the Wide Bay & Burnett region, and the Fitzroy River (top left) of the Central Queensland region.

The large meeting circles represents the local government areas across our region and at the centre of these circles – the local Aboriginal Community Controlled Health Organisation represented by the black inner circle. The smaller meeting circles represent our other Aboriginal and Torres Strait Islander organisations that we partner with in our region. The three regions that are separated by the three rivers also represent the Hospital and Health Services regions across our region. Identifying our stakeholders is important as they are partners in helping us achieve our ultimate goal – to improve the health and wellbeing of our mob here within the CCQ region.

Our region is also home to the community of Woorabinda – a proud and discrete Aboriginal community in Central Queensland. Woorabinda in local language means 'Kangaroo sitting down'. I have chosen to use Kangaroo footprints in this painting to acknowledge the Woorabinda community."



Artist | Gordon Browning

Gordon Browning proudly identifies as an Aboriginal and South Sea Islander saltwater man, with strong connections to the Coodjinburra people (Fingal Heads, NSW), part of the Bundjalung Yugambeh Nation. Gordon also has a connection to Malatia, Tanna and Epi Islands of the South Sea Island group. Gordon started his career in healthcare in 1998 working for the Sunshine Coast Indigenous Association (SCIA), a local Aboriginal Community Controlled Health Organisation, as a Sexual Health Worker.



He has lived on Kabi Kabi Country on the Sunshine Coast and Gympie regions for the past 45 years and is currently Senior Manager, Aboriginal and Torres Strait Islander Health, with Country to Coast, QLD.

Like many First Nations artists, Gordon often shares his journey through his artwork, including the two pieces on the front and back covers of our first Innovate Reconciliation Action Plan, honouring his journey with our organisation.

Acknowledgement of Country

Country to Coast, QLD recognises and acknowledges the Aboriginal and Torres Strait Islander people as the First Nations of this country. In acknowledging the First Nations across Australia and across our CCQ Region, we recognise their ongoing custodianship of their land and waters and affirm that their sovereignty was never ceded.

We pay our respects to all Aboriginal and Torres Strait Islander people as the Traditional Custodians of the lands and waters that we are privileged to live and work on.

We confirm that all acknowledgments of First Nations should be meaningful, respectful and recognise the rich history of Aboriginal and Torres Strait Islander people in this country.

Finally, we support the notion that all Aboriginal and Torres Strait Islander must be involved in determining what is best for their communities, particularly in the area of healthcare. Country to Coast, QLD considers this as the foundation for Reconciliation.



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Message from our Chairperson

On behalf of the Board of Country to Coast, QLD, let me first pay respects to all of those Traditional Custodians across the CCQ region and acknowledge their continued connection to their land and waters. I would also like to acknowledge and recognise all Aboriginal

and Torres Strait Islander people who now call the CCQ region their home.

As a general practitioner who has lived and worked locally for over thirty years, I understand the importance of good quality health services that contribute towards people's health and well-being. At the same time, I also understand and acknowledge that barriers exist in our healthcare system which have prevented generations of Aboriginal and Torres Strait Islander people from living long and healthy lives. As health professionals, our Reconciliation journey must start with this understanding.

As we continue to work together with Aboriginal and Torres Strait Islander communities, individuals and organisations to address these barriers, we must do so based on a foundation of strong and healthy relationships, and mutual respect. This will allow us to not only address the current challenges but also to shape how we move forward together.

The CCQ Innovate RAP is our next step on this Reconciliation journey towards a point where Aboriginal and Torres Strait Islander people can confidently say that they are no longer experiencing any inequities or injustices in their communities and are benefiting by living long and healthy lives.

On behalf of the Board of Country to Coast, QLD, I welcome this, our Innovate RAP 2024-26 and look forward to achieving and sharing successes together.

Dr Peter Dobson
Board Chair



Message from our CEO

I would like to acknowledge and pay my deepest respect to the many Traditional Custodians of the lands and waters across our CCQ region and recognise their history which has been crafted over thousands of years.

In 2023, we witnessed a significant moment in our nation's Reconciliation journey. The referendum result showed us that whilst there is still considerable support for Reconciliation in this country, there is also a lot more work to be completed before we achieve true Reconciliation with First Nations communities.

Our CCQ Innovate RAP is both a commitment from our organisation, as well as a driver for us to do more including strengthening our relationships and partnerships with Aboriginal and Torres Strait Islander communities. We have learnt over time that our relationships with key stakeholders, including our local Aboriginal and Torres Strait Islander community controlled organisations, should be valued so that we can work together to drive equitable outcomes for their respective communities.

Our CCQ Innovate RAP is the foundation for our collective commitment to move forward, to achieve Reconciliation towards equity for our Aboriginal and Torres Strait Islander communities.

Finally, I would like to thank our RAP Working Group and our stakeholders for their support in developing this plan. I encourage all of our staff to embrace this RAP as we continue our Reconciliation journey into the future.

Julie Sturgess
Chief Executive Officer



Our business

Country to Coast, QLD (CCQ) is an independent, not-for-profit organisation committed to building healthy, connected, and resilient communities across the Central Queensland, Wide Bay and Sunshine Coast regions. CCQ is one of 31 Primary Health Network (PHN) organisations across the country that delivers the Australian Government's PHN Program. The PHN Program was established with a key objective of increasing the efficiency and effectiveness of primary healthcare services in communities, particularly for those people who are at risk of poor health outcomes.

Primary healthcare is the care that takes place outside of a hospital that includes GP services, allied health services, community health centres, aged care facilities, mental health and AOD services and centres, and Aboriginal and Torres Strait Islander health services including ACCHOs and ACCOs. Primary health care is recognised as the most effective way to keep communities and individuals healthy and well.

CCQ partners with key stakeholders that includes the Hospital and Health Services, the ACCHO sector, local government organisations, and the many primary healthcare service providers currently delivering services within our region. CCQ partners with these stakeholders to improve the coordination of care to community as well as ensuring communities receive the right care, in the right place, at the right time.

CCQ commissions services that meet the primary and preventive healthcare needs of communities and in addition to working with other key stakeholders and partners in the region to deliver impactful primary healthcare programs and support.

We are responsible for a growing population that is fast approaching one million people which includes almost 40,000 people who identify as Aboriginal and/or Torres Strait Islander. This includes recognising and supporting the many Traditional Owners of the lands and waters that we live and work upon.

¹ ACCHOs – Aboriginal and Torres Strait Islander Community Controlled Health Organisations

² ACCOs – Aboriginal and Torres Strait Islander Community Controlled Organisations

Our region

CCQ is honoured and privileged to operate on the lands of the following Traditional Owner groups whose Country is situated either wholly or partially within the CCQ service region:

- the **Kabi Kabi (Gubbi Gubbi)** people
- the **Jinibara** people
- the **Wakka Wakka** people,
- the **Wulli Wulli** people
- the **Auburn Hawkwood** people
- the **Butchulla** people
- the **Bailai, Gooreng Gooreng, Gurang, Taribelang Bunda** people
- the **Darumbal** people
- the **Woopaburra** people
- the **Barada Kabalbara Yetimarla** people
- the **Gaangulu** people
- the **Kangoulu** people
- the **Wadja** people
- the **Gayiri** people
- the **Bidjara** People
- the **Karingbal** People, and
- the **Iman** People.

CCQ pays respect to these Traditional Custodians, their ancestors, their Elders, and their next generation of Traditional Custodians who will continue to care for their Country as they have done for over 60,000 years.

The CCQ external boundary is also inclusive of three Hospital and Health Services (Queensland Health), twelve local government areas, and six ACCHOs – all with their own determined service region(s) within the CCQ region.

The adjacent map is for indicative purposes only and is not intended to be an absolute determination of where a Traditional Owner group's external boundaries starts and/or finishes.





Our Reconciliation Journey

Over the past two years, CCQ has undergone some significant change with a clear focus on the future. This change has been driven by the desire to ensure that our communities have access to, and continue to receive, the necessary primary health care that they tell us they need to live strong, vibrant and healthy lives.

During this time, CCQ continued to work with our Aboriginal and Torres Strait Islander communities and partners to develop a better understanding of approaches that support community- driven, effective, and sustainable responses to the needs of Aboriginal and Torres Strait Islander communities.

Our relationships with the ACCHO sector within our region continues to be one of our priority focus areas. Our Aboriginal and Torres Strait Islander Advisory group that includes ACCHOs and ACCOs from our service region, continues to offer guidance and cultural leadership to our organisation. As we continue to identify and embed best practice by acknowledging Aboriginal and Torres Strait Islander Ways, we are encouraged by the learnings and understanding that the Advisory provides, and we will continue to seek their guidance as part of our Innovate RAP Implementation moving forward.

Our Innovate RAP consolidates CCQ's existing work together with a collective aspiration to do better. We will build on our current activities that includes:

- embedding policies confirming acknowledgement of Traditional Owners
- a structured cultural awareness program for internal staff and for external stakeholders
- Traditional Owner recognition and signage in all of our offices
- ongoing support and recognition of National Reconciliation Week and NAIDOC Week throughout our organisation
- supporting our ACCHO partners in their activities and community events, and
- bringing together staff and stakeholders to continue our Reconciliation Action Plan journey including the establishment and support of our RAP Working Group.

Our Vision for Reconciliation

As an organisation that is focused on continually improving the primary healthcare system, CCQ recognises that the health and well-being of Aboriginal and Torres Strait Islander people has been adversely impacted since European settlement, particularly as a result of discriminatory and inequitable policies and actions. CCQ maintains an ongoing commitment to achieving equitable health and wellbeing outcomes for all Aboriginal and Torres Strait Islander people communities and individuals.

As we continue to strive to do better, we understand that forward steps can only be achieved by listening to Aboriginal and Torres Strait Islander voices and working in partnership to identify and address those inequities that contribute to poorer outcomes for Aboriginal and Torres Strait Islander people.

Australia has a proud Aboriginal and Torres Strait Islander history that extends long before the arrival of the first fleet. This history should continue to be acknowledged and celebrated with our Aboriginal and Torres Strait Islander first nations.

Our vision for Reconciliation is one where we are guided by, and work in partnership with, our Aboriginal and Torres Strait Islander communities to identify and address the inequities impacting on their lives.

Achieving our Vision

CCQ recognises that we cannot achieve our Vision without the support of Aboriginal and Torres Strait Islander people, communities and organisations. Relationships and partnerships are critical on our journey towards achieving positive outcomes including improving the health and well-being of the Aboriginal and Torres Strait Islander communities.

Our Innovate RAP is a major step on this journey and we acknowledge that this is a long journey and one that we are committed to as an organisation and as individuals who share our Vision. As a commissioning agency, we also have a unique opportunity and responsibility to work with our broader network of stakeholders and community to share our vision and contribute to Aboriginal and Torres Strait Islander self-determination.



Country to Coast by Vicki Freeman, Woorabinda



Our Innovate RAP

Our Innovate RAP Deliverables have been identified through discussions, workshops and consultation with our staff and stakeholders. Through continuing our cultural learning journey and embedding these ways of learning into our core business, we will continue to build and foster a culture of understanding and respect with the Aboriginal and Torres Strait Islander communities in our region.

Mutual understanding and respect will ensure that our work with our Aboriginal and Torres Strait Islander communities, as well as other stakeholders within the primary healthcare system, will lead to better shared health and well-being outcomes.

Our Innovate RAP seeks to create a greater understanding of these elements so that we are actively contributing to Reconciliation through improved health outcomes.

Our intent to make a difference will only be measured by our impact.

Our RAP Working Group

Gordon Browning - Co-Chair

(Bundjalung / Yugambeh, South Sea Islander)
Senior Manager, Aboriginal and Torres Strait Islander Health

Toia Turanga - Co-Chair

Coordinator Mental Health,
Alcohol and Other Drugs

Tara Anderson

(Gamilaroi)
Project Officer Aboriginal and Torres Strait Islander Health

Lara Conyers

Healthy Ageing Coordinator
(Sunshine Coast)

Paul Durante

(Dauareb, Eastern Torres Strait)
Director Aboriginal and Torres Strait Islander Health

Maria Endres

Primary Health Coordinator
(Central QLD)

Elliott Hunt

Project Officer

Sara Rossi

Director Corporate Services

Will Pitt

Deputy Director, Mental Health,
Alcohol and Other Drugs

Relationships - Area 1

Action Area 1: Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders / organisations.

Relationships with Aboriginal and Torres Strait Islander communities should be meaningful and built on trust and mutual respect. Our relationships with Aboriginal and Torres Strait Islander partners and stakeholders provide the critical foundation necessary to achieve better health and related outcomes for communities. We are committed to growing and nurturing relationships with Aboriginal and Torres Strait Islander communities that will ultimately shape our impact on reconciliation, as well as working towards improving the health and well-being of their communities.

Our Intent	Our Impact	Accountability	Timeline for Completion
We continue to engage with our First Nations partners with purpose at an Executive level	1.1 Facilitate an Aboriginal and Torres Strait Islanders Health advisory body to our Board which includes the involvement of our Aboriginal and Torres Strait Islander Stakeholders	Executive ATSIH Directorate	Ongoing (minimum of four meetings per year)
We continue to prioritise Aboriginal and Torres Strait Islander Community Control in health and wellbeing.	1.2 Create greater awareness, understanding and the role of Aboriginal and Torres Strait Islander Community Control in health and wellbeing within our organisation through information sharing, structured training and promoting good news stories.	ATSIH Directorate	Ongoing
	1.3 Promote and support ACCHO and ACCO led activity and information through an information clearing-house for community control specific resources.	ATSIH Directorate	December 2024
CCQ executive and staff are continuing to build their awareness and understanding of traditional owners and cultures across our region.	1.4 Establish an internal register of our region's traditional owners with key contacts, maps and culturally relevant information	ATSIH Directorate	November 2024
	1.5 Establish an Aboriginal and Torres Strait Islander Elders committee who will act as mentors and cultural guides to our staff. Conduct regular events to build the relationship between this Committee and staff.	ATSIH Directorate	January 2025

Relationships - Area 1

Action Area 1: Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders/organisations.

Our Intent	Our Impact	Accountability	Timeline for Completion
We engage with Aboriginal and Torres Strait Islander stakeholders with purpose and in a culturally appropriate and safe manner	1.6 Complete our CCQ Stakeholder Engagement Strategy that considers and includes Aboriginal and Torres Strait Islander community perspectives as well as identifying our key Aboriginal and Torres Strait Islander stakeholders within the region	Integration	March 2025
	1.7 Recruit to, and support Aboriginal and Torres Strait Islander representation on our Clinical Advisory Council and Community Advisory Council.	Healthy Communities Integration	December 2024
We continue to strengthen our relationships with Woorabinda Aboriginal Community	1.8 Seek and incorporate input into our cultural awareness and cultural capability framework from appropriate community members from the Woorabinda community.	Corporate Services ATSIH Directorate	February 2025
Our ongoing relationships with our key stakeholders are culturally appropriate and validated	1.9 Develop and implement CCQ Cultural Audit tools to ensure culturally appropriate and safe partnerships are in place with our key stakeholders and service providers including ACCHOs	ATSIH Directorate Integration	June 2025

Relationships - Area 2

Action Area 2: Build relationships through celebrating National Reconciliation Week

Our Intent	Our Impact	Accountability	Timeline for Completion
Executive and Staff continue to be informed about NRW nationally and locally	2.1 Establish an internal register of all NRW events within our region which is accessible to all staff and Executive, including the circulation of all Reconciliation Australia's NRW resources and materials.	RAP Working Group ATSIH Directorate	Prior to NRW annually
	2.2 Our staff and Executive participate in at least one external NRW event to recognise, support and celebrate Reconciliation	ATSIH Directorate Corporate Services	NRW annually
	2.3 Circulate all CCQ NRW events through Reconciliation Australia's website.	ATSIH Directorate	NRW annually
Executive and Staff create a greater understanding of Reconciliation through Aboriginal and Torres Strait Islander community partnerships	2.4 Invite an Aboriginal and/or Torres Strait Islander elder to CCQ-hosted NRW event(s) each year, at each of our offices.	ATSIH Directorate Regional Staff	NRW annually
	2.5 Produce an annual CCQ Reconciliation Calendar of Events, led by our RAP Working Group	RAP Working Group ATSIH Directorate	NRW annually
We use our connections within community to promote Reconciliation and NRW	2.6 Promote NRW through all electronic media including social media and websites.	Marketing and Communications	NRW annually

Relationships - Area 2

Action Area 2: Build relationships through celebrating National Reconciliation Week

Our Intent	Our Impact	Accountability	Timeline for Completion
We support community to celebrate NRW	2.7 Establish a sponsorship program (small grants) for communities to celebrate and promote NRW including schools and not for profit community groups	ATSIH Directorate	February 2025 NRW annually
We provide a safe workspace to share Reconciliation stories during NRW	2.8 Provide a forum where CCQ staff are encouraged to contribute and share reconciliation stories.	ATSIH Directorate	NRW annually

Relationships - Area 3

Action Area 3: Promote Reconciliation through our sphere of influence

Our Intent	Our Impact	Accountability	Timeline for Completion
Our commissioning process encourages better Aboriginal and Torres Strait Islander participation (by both individuals and organisations)	3.1 Complete a review of our commissioning policies and procedures to identify any barriers for Aboriginal and Torres Strait Islander individuals and organisations	Commissioning	February 2025
We identify opportunities for Reconciliation collaboration with our stakeholders	3.2 Establish partnerships and identify project opportunities with organisations who have implemented RAPs (and other like-minded organisations) to advance reconciliation in our region	Executive Leadership Team	At least six organisations per annum
We positively influence our stakeholders towards Reconciliation	3.3 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes	ATSIH Directorate	Ongoing
Our commitment to reconciliation is shared and acknowledged	3.4 Promote our Reconciliation Vision and RAP and make it accessible on external facing media.	Marketing & Communications	November 2024
	3.5 Develop and implement a staff engagement strategy to raise awareness of Reconciliation across our workforce.	ATSIH Directorate	December 2024

Relationships - Area 4

Action Area 4: Promote positive race relations through anti-discrimination strategies

Our Intent	Our Impact	Accountability	Timeline for Completion
We are leaders in identifying and eliminating all forms of discrimination within the workplace	4.1 Complete a review and audit of our HR policies to identify and address any existing anti-discrimination provisions as well as any future needs.	Corporate Services	March 2025 Reviewed annually
	4.2 Establish an internal pathway where Aboriginal and Torres Strait Islander staff are providing input into anti-discrimination policies	Corporate Services ATSIH Directorate	January 2025
	4.3 Confirm a pathway and link between CCQ Cultural awareness training and anti-discrimination training for all staff	Corporate Services	January 2025
Our staff understand the impact of discrimination and institutional racism	4.4 Implement an anti-discrimination policy which is communicated to all staff. Ensure all staff have completed online and mandatory training in cultural awareness and anti-discrimination	Corporate Services	Ongoing
Our Walking Together, Learning Together Cultural Competency for Health Professionals program is inclusive of local Aboriginal and Torres Strait Islander knowledge and input	4.5 Review and refresh WTLT annually and use feedback from participants and local Aboriginal and Torres Strait Islander people to improve the WTLT Program. Ensure WTLT is included within the CCQ Cultural Capability Framework.	Integration ATSIH Directorate	December 2024 December 2025
	4.6 CCQ Executive and Leadership team to complete an appropriate Cultural Awareness Training that includes a topic on the effects of racism.	Corporate Services ATSIH Directorate	February 2025 Refresh by February 2026

Respect - Area 5

Action Area 5: Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning

Understanding and respecting Aboriginal and Torres Strait Islander culture, history and community protocols helps us to increase and strengthen our awareness, leading to a greater contribution towards addressing the inequities contributing to poorer outcomes. Respect is measured through our actions and is one of our organisational values.

Our Intent	Our Impact	Accountability	Timeline for Completion
We are actively monitoring and addressing our organisational cultural capability	5.1 Complete a cultural learning needs audit that will inform our cultural capability - with input from our Aboriginal and Torres Strait Islander advisors (1.5).	Corporate Services	February 2025
	5.2 A organisation wide Cultural Capability Framework is completed and implemented with input from our Aboriginal and Torres Strait Islander advisors.	Corporate Services ATSIH Directorate	June 2025
	5.3 All staff have completed a mandatory, structured and Aboriginal and Torres Strait Islander informed cultural learning program	Corporate Services	Reviewed December annually
Our infrastructure, including our office space and assets, reflects our commitment towards cultural learning and understanding.	5.4 Our physical infrastructure incorporates learnings from the cultural environment including Aboriginal and/or Torres Strait Islander place names and meanings.	Corporate Services	Ongoing
	5.5 Incorporate Aboriginal and Torres Strait Islander artwork, themes and flags into our physical environment.	Marketing & Communications Corporate Services	Ongoing

Respect - Area 6

Action Area 6: Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning

Our staff have an increased understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	6.1 Update and review our Acknowledgement of Country and Welcome to Country protocols. This will include inviting local traditional owners to provide a Welcome to Country where appropriate.	ATSIH Directorate	November 2024 Review annually
	6.2 A CCQ cultural protocol policy is developed, implemented and communicated to all staff. The Policy includes input from Aboriginal and Torres Strait Islander staff and advisors.	ATSIH Directorate	February 2025

Respect - Area 7

Action Area 7: Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC week

Our Intent	Our Impact	Accountability	Timeline for Completion
We Continue to build our understanding of the significance of NAIDOC Week for our Aboriginal and Torres Strait Islander communities	7.1 Our RAP working group is leading and participating in our celebration of NAIDOC week including external events.	RAP Working Group	NAIDOC Week (July) annually
	7.2 Our NAIDOC celebrations are supported and held in each of our CCQ offices with all staff encouraged to participate	CEO ATSIH Directorate	NAIDOC Week (July) annually
Our staff are engaging with their communities through celebrating NAIDOC Week	7.3 NAIDOC week activities are promoted with encouragement for all staff to participate in internal and external NAIDOC Week events including provision for leave for Aboriginal and Torres Strait Islander Staff	CEO	NAIDOC Week (July) annually
	7.4 Establish and support a small grants program to support community-based NAIDOC week activities	ATSIH Directorate	Established by January 2025 Ongoing



Opportunities - Area 8

Action Area 8: Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.

Working together with our Aboriginal and Torres Strait Islander stakeholders to identify and build opportunities is a critical in determining our collective impact. Through key CCQ internal processes like commissioning and employment & retention, we can work with our Aboriginal and Torres Strait Islander partners to achieve our Reconciliation Vision.

Our Intent	Our Impact	Accountability	Timeline for Completion
We are continually improving our employment and career development opportunities for Aboriginal and Torres Strait Islander staff	8.1 Complete a review of our HR and recruitment procedures to identify and remove barriers to Aboriginal and Torres Strait Islander employment with an aim of building an understanding to inform future employment and professional development opportunities.	Corporate Services	March 2025
	8.2 Engage with Aboriginal and Torres Strait Islander staff and/or advisors on our recruitment, retention and professional development strategies	Corporate Services	Ongoing
We provide opportunities for all Aboriginal and Torres Strait Islander people including school leavers and those returning to work	8.3 Commence an Aboriginal and Torres Strait Islander Traineeship Program with successful completion rates.	Corporate Services ATSIH Directorate	February 2025
CCQ is a recognised safe space and employer of choice by the Aboriginal and Torres Strait Islander community	8.4 Complete and implement an Aboriginal and Torres Strait Islander Employment and Development Strategy which focuses on recruitment, retention and professional development.	Corporate Services	September 2025

Opportunities - Area 9

Action Area 9 : Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Our Intent	Our Impact	Accountability	Timeline for Completion
We actively and appropriately procure Aboriginal and Torres Strait Islander businesses and organisations	9.1 Undertake a review of our procurement practices to identify barriers to procuring goods and services from Aboriginal and Torres Strait Islander individuals, businesses and organisations	Commissioning	February 2025
	9.2 Develop and implement an Aboriginal and Torres Strait Islander Procurement strategy	Commissioning ATSIH Directorate	October 2025
	9.3 Promote Aboriginal and Torres Strait Islander Supply Nations and Indigenous Business Networks through our internal networks	ATSIH Directorate	Ongoing
Our internal processes facilitate and encourage the use of Aboriginal and Torres Strait Islander businesses in our non-commissioned activity	9.4 Establish commercial arrangements with at least two Aboriginal and/or Torres Strait Islander businesses each year for non-commissioned activity	CEO	July 2025 July 2026
	9.5 Continue to develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff	ATSIH Directorate	Ongoing



Governance - Area 10

Action Area 10: Establish and maintain processes for effective RAP governance.

Our Intent	Our Impact	Accountability	Timeline for Completion
The RAP Working Group is meeting regularly and includes representation from each of the directorates as well as Aboriginal and Torres Strait Islander representation	10.1 Maintain the function of the RAP Working Group including ensuring representation from each of the directorates and Aboriginal and Torres Strait Islander representation	ATSIH Directorate	Ongoing Meeting Quarterly
	10.2 Review the ToR for the RAP Working Group ensuring currency and focus on the role of the group in implementing this RAP	ATSIH Directorate	November 2024 Annually
Our RAP receives support, advice and guidance from external Aboriginal and Torres Strait Islander stakeholders	10.3 Invite Aboriginal and/or Torres Strait Islander external representation on our RAP Working Group as we progress through implementation	ATSIH Directorate	November 2024
Our RAP Governance structure has clear links to our Executive	10.4 Review the RAP governance framework in consultation with our external Aboriginal and Torres Strait Islander advisory(ies)	CEO / Executive ATSIH Directorate	December 2024
	10.5 The RAP Working Group is reporting regularly to our Executive on the implementation of our RAP	RAP Working Group CEO	Quarterly

Governance - Area 11

Action Area 11: Provide appropriate support for effective implementation of RAP commitments.

Our Intent	Our Impact	Accountability	Timeline for Completion
We provide appropriate support for the effective implementation of our RAP commitments	11.1 Our directorate leads (and other senior leaders) support and action their respective RAP commitments and report regularly on their progress.	Directorate Leads	Quarterly reporting
	11.2 Prepare a RAP implementation plan including costings for CEO approval.	ATSIH Directorate Directorate Leads	December 2024
	11.3 Appoint an internal RAP Champion from within CCQ with their roles and responsibilities defined by the RAP Working Group	RAP Working Group ATSIH Directorate	December 2024
	11.4 Establish a RAP monitoring and reporting system to track, measure and report on our RAP commitments.	ATSIH Directorate	December 2024 Reporting quarterly

Governance - Area 12

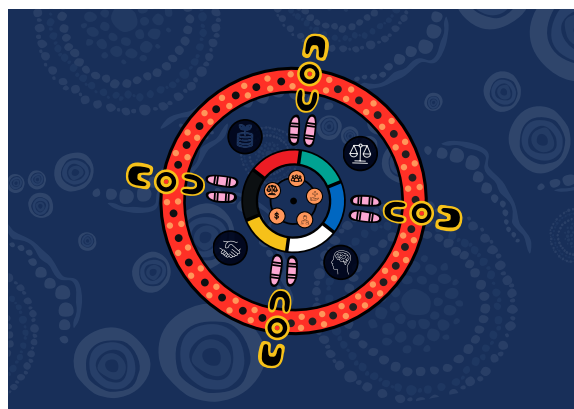
Action Area 12: Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

Our Intent	Our Impact	Accountability	Timeline for Completion
Our RAP Working Group is monitoring the implementation of our RAP and reporting internally and externally	12.1 Develop a RAP Reporting Schedule with quarterly reports over the life of the RAP	RAP Working Group ATSIH Directorate	December 2024 (Implementation Plan) Quarterly Reporting
	12.2 The RAP Working Group is meeting regularly to oversee the implementation	RAP Working Group	Quarterly
	12.3 Establish a RAP Governance pathway with the CCQ Executive and CCQ Aboriginal and Torres Strait Islander Advisory bodies	CEO ATSIH Directorate	November 2024
We report on our on its achievements to external stakeholders including our Aboriginal and Torres Strait Islander communities and to Reconciliation Australia	12.4 Develop and circulate a regular RAP update/communique to our stakeholders highlighting our progress and includes good news stories from the community. An annual RAP Report is completed and circulated to internal and external stakeholders.	Marketing & Communications	Biannually (October and April)
We report on our achievements to our staff and Executive.	12.5 Report regularly on RAP activities through Leadership Team meetings and One Team meetings. A RAP update becomes a standing agenda item on the Leadership team meeting agenda	Leadership Team ATSIH Directorate	Ongoing

Governance - Area 12

Action Area 12: Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

Our Intent	Our Impact	Accountability	Timeline for Completion
Our RAP Working Group is communicating regularly with Reconciliation Australia so that we are continuing our RAP Journey into the future.	12.6 Maintain up-to-date contact information with Reconciliation Australia (primary and secondary contacts)	ATSIH Directorate	July and January annually
	12.7 Complete the annual RAP Impact Measurement Questionnaire annually to Reconciliation Australia	RAP Working Group	September annually
	12.8 Submit an annual traffic light report to Reconciliation Australia at the conclusion of this RAP	RAP Working Group	July 2026



Back Cover Artwork

Country to Coast by Gordon Browning - Bundjalung/Yugambeh, South Sea Islander

The design tells our story as an organisation. The artwork incorporates our commitment and purpose (quintuple aims), our commitment to Closing the Health Gap for our Aboriginal and Torres Strait Islander communities, the strength of our communication pathways that are essential to connect with our communities, and the partnerships that have led to strong relationships and positive outcomes with our communities.



This artwork is featured on our CCQ website with its full explanation – www.c2coast.org.au/our-story



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Healthy, connected communities

