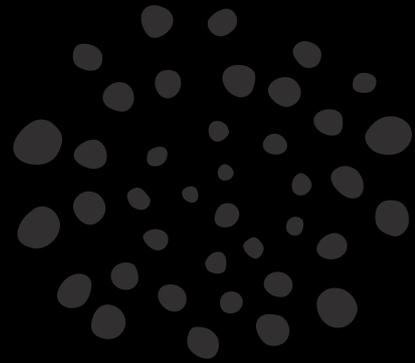
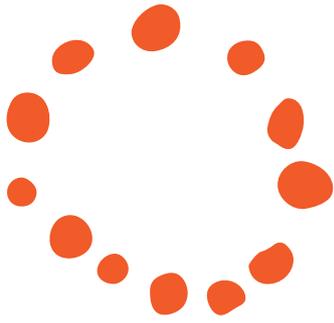




INNOVATE
**RECONCILIATION
ACTION PLAN**
MARCH 2021–JANUARY 2023



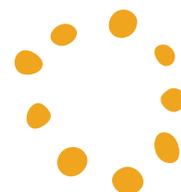


Acknowledgement of Country

In the spirit of reconciliation, YETI acknowledges the Traditional Custodians of Country throughout Cairns and Australia and their connections to land, sea and community. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today. We especially recognise the resilience, strength and pride of Aboriginal and Torres Strait Islander young people and the importance of their voices.

COVER ARTWORK ~ Sapaira Matthew

Sapaira is a 17 year old young woman, who identifies as Aboriginal and Torres Strait Islander. She was born and raised in Cairns, but her parents are both from Thursday Island. Sapaira speaks English and Creole, and she likes to play Rugby. She is currently attending school and her goal is to join the Navy.



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OUR VISION FOR RECONCILIATION:

Our vision is an Australia that **embraces unity**, and **respect** between Aboriginal and Torres Strait Islander peoples and other Australians. A nation where **justice, equity** and **equality** are a **reality for all**.

In the context of Youth Empowered Towards Independence (YETI), we continue our journey towards reconciliation by recognising diverse histories and playing a role in healing past injustices via our support for young people. Building respectful relationships is at the heart of YETI's practice. YETI demonstrates this by enacting conscious change to create relationships between all people that are respectful, dignified and open. We believe that young people should have equal access to choices, opportunities, and bright futures.

We appreciate the contribution of Aboriginal and Torres Strait Islander people in our community and workplace. We celebrate differences and promote self-determination.

YETI listens and learns from Aboriginal and Torres Strait Islander people with whom we work alongside. We are continually evolving to ensure our service is culturally safe. YETI's commitment to reconciliation drives us to provide the young people we work with the space to be valued, feel heard, and have an equal voice.





OUR BUSINESS:

Youth Empowered Towards Independence provides youth services on the traditional lands of the Gimuy Walubara Yidinji people. YETI acknowledges the Elders both past and present and greatly respects the living culture of Gimuy Walubara Yidinji and Yirrganydji peoples.

The mission of Youth Empowered Towards Independence (YETI) is to meet the needs of young people (aged 10-25 years) in Far North Queensland through the provision of holistic support services that foster social, emotional, spiritual, and physical well-being.

For over twenty years YETI has delivered Alcohol and Other Drug (AOD) treatment to vulnerable young people including those: in statutory care; disengaging from school; involved with the justice system; and from Aboriginal and Torres Strait Islander backgrounds (who comprise approximately 80 percent of our current clients). We are the only specialist youth AOD service in North Queensland and implement contemporary practice frameworks and strong clinical governance.

YETI deliver nine key programs in the Cairns Area:

- Drug and Alcohol Counselling (North Queensland Primary Health Network).
- Drug and Alcohol Case Management (Queensland Health).
- Youth Support Program (Queensland Department of Children, Youth Justice and Multicultural Affairs).
- Next Step Plus Transition from Care individual supports (Queensland Department of Children, Youth Justice and Multicultural Affairs).
- Strong Together - intensive support for families with teenagers involved with the Youth Justice system (Queensland Department of Children, Youth Justice and Multicultural Affairs).
- Cairns and Yarrabah Youth Bail Support Service - support and interventions to young people involved in the Youth Justice System (Queensland Department of Children, Youth Justice and Multicultural Affairs).
- Community Youth Response Diversion – Diversion and after-hours service (Queensland Department of Children, Youth Justice and Multicultural Affairs).
- Coordinated Care for Vulnerable Young People (CCYP) – Integrated, partnerships between Government and non-government agencies to support vulnerable young people. (North Queensland Primary Health Network).
- Specialised Multi Agency Response Team (SMART) interagency partnership between key government departments (Queensland Department of Children, Youth Justice and Multicultural Affairs).

YETI also delivers three regional programs that support young people and professionals who work with young people in Cape York and the Torres Strait:

- Just North - youth sector capacity building and inhalant supply reduction (National Indigenous Australians Agency).
- Remote Alcohol and Drug Interventions and Outcomes (RADIO) - youth alcohol and drug treatment in the Cape York and Torres Regions (North Queensland Primary Health Network).
- Schools Up North (SUN) program - youth mental health capacity building in schools in the Cape York and Torres Regions (North Queensland Primary Health Network).

In addition to this, YETI delivers weekly outreach to Lotus Glen Correctional Centre, Townsville Correctional Centre, and Cleveland Youth Detention Centre. For over 10 years we have facilitated a weekly LGBTIQ+ peer support group. YETI has one office located in Cairns and employs 50 staff members, with 16 staff members identifying as Aboriginal and/or Torres Strait Islander.



OUR RAP:

YETI reaffirm our commitment to reconciliation by developing a second Reconciliation Action Plan to continue guiding us in our work with Aboriginal and Torres Strait Islander peoples, organisations, and communities.

A high proportion of the young people we support are Aboriginal and Torres Strait Islander people. We strive to continuously build cultural safety, ensuring our service is safe, accessible, compassionate and respectful while promoting social justice and human rights.

Since implementing our first Innovate RAP, YETI has focussed on establishing more formal partnerships with Aboriginal and Torres Strait Islander community-controlled organisations. YETI enjoys long-term relationships built on trust and respect with an extensive network of local Aboriginal and Torres Strait Islander Elders, community groups and community-controlled organisations.

YETI's first RAP provided a framework and bolstered YETI's efforts to maintain and strengthen relationships with Aboriginal and Torres Strait Islander stakeholders. YETI's existing subcontract arrangements with a range of key providers in Far North Queensland include; Northern Peninsula Area Family and Community Support, Torres Health, Cooktown Community Centre, Weipa Community Care, Gindaja Treatment and Healing Service, Balkanu Mossman Elders Justice Group, Gungarde Community Centre Aboriginal Corporation and the Yarrabah Justice Group.

Recently YETI was invited to become a steering committee member on the new Jabalbina On Country program, run by the community controlled Jabalbina Rangers Group. In early April 2020 YETI was successfully awarded the Next Step Plus tender to deliver services for young people exiting statutory care. The program is a partnership arrangement with Wuchopperen Health Service an Aboriginal Community Controlled Health Organisation (ACCHO). The program sees YETI subcontract Wuchopperen to employ their own staff member to work alongside YETI staff delivering an integrated service for young people. The program will employ at least 50 per cent Aboriginal and Torres Strait Islander practitioners.

YETI has a long-term collaborative partnership with the Queensland Aboriginal and Islander Health Council (QAIHC) as both a critical friend and in a cultural advisory capacity to certify capacity building work undertaken with community has sound cultural capability. Importantly ensuring relevance, appropriateness, cultural security and community ownership. YETI has been recently invited to work with QAIHC on their new community advisory group to develop youth drug and alcohol treatment resources. Additionally, QAIHC participated in the working party for YETI's 'Shared Stories' initiative, a biannual capacity building conference supporting Cape and Torres workers to deliver best practice in their work with young people impacted by drug and alcohol use. Over one hundred practitioners from Far North Queensland (60% Aboriginal and Torres Strait Islander workers and over fifty workers from the Cape York and Torres Regions) participate in training and workshops where practitioners learn from one another to better support young people. YETI believe embedded collaboration and joint capacity building approaches are vital to achieving positive outcomes for Aboriginal and Torres Strait Islander young people and assists in delivery of service.

Via our capacity building teams, YETI provide internships for Cape and Torres workers focusing on knowledge and skills development for improved practice responses for working with young people who may experience multiple vulnerabilities. This approach sustains expanded regional referral pathways, improving service integration for young people.

YETI have provided informal support for many years (including supervision and practitioner placement services) to a range of agencies including Pompuur Panthuu, Wujal Wujal Justice Group and Lockhart River Council. We recently worked with Nai Beguta in New Mapoon to support the development of a local youth employment program. YETI is also leading the development of a youth alcohol and drug treatment service in partnership with the newly formed Torres Health. YETI strongly believe that building genuine personal relationships with staff in community-controlled services enables us to 'model' these successful connections to the young people we work with.



The 'sharing' of these pre-established relationships, via warm supported referrals enables dislocated young people to reconnect with their family, Country and community through 'joined up' regional service provision outcomes. These examples demonstrate how forming and cultivating relationships with Aboriginal and Torres Strait Islander partners at a strategic level forms the basis of enhanced individual outcomes for young people in Far North Queensland.

YETI recently collaborated with the Cherbourg Regional Aboriginal and Islander Community Controlled Health Services (CRAICCHS), supporting them to undertake inhalant use supply reduction, for culturally safe approaches to minimise harm in the Cherbourg and South Burnett regions.

YETI maintains representation from Aboriginal and Torres Strait Islander practitioners on our Management Committee and is committed to increasing participation at a governance level. Complementary to YETI's first RAP, Aboriginal and Torres Strait Islander representation at management level has increased and we continue to actively recruit Aboriginal and Torres Strait Islander practitioners.

Following the endorsement and implementation of YETI's first Innovate RAP, YETI has increased organisational participation in celebrating and promoting Aboriginal and Torres Strait Islander peoples and cultures by:

- Hosting an NRW trivia competition with over forty staff participating via Zoom.
- YETI RAP Co-Champion Maria Mabo participated in the Reconciliation Queensland (RQI) panel discussions during the National Reconciliation Week celebrations.
- Acknowledging, celebrating and promoting special days (NAIDOC week, Mabo Day, NRW, Sorry Day).
- Hosted Shared Stories, 2 two-day workshops aimed at professionals working with young people across Far North Queensland with focus on remote Aboriginal and Torres Strait Islander communities and workers.
- Installed a map in the drop-in centre so that young people can show others where they are from and their traditional homelands.
- Purchased new Aboriginal and Torres Strait Islander artworks from artists across Far North Queensland.
- Commissioned artworks from young people for our NAIDOC t-shirt design which were screen printed and distributed without charge.
- Promoted reconciliation and celebrated Aboriginal and Torres Strait Islander peoples and cultures through our updated social media platforms and website.
- Officially named all our offices and meeting rooms using traditional language names selected by Aboriginal and Torres Strait Islander young people attending YETI.

Other key learnings since implementing our last Reconciliation Action Plan:

- Following feedback from staff we have increased consultation with staff and young people around the development of our second RAP through formal feedback processes and facilitated yarning circles.
- The formation of YETI's first RAP working group with a majority of Aboriginal and Torres Strait Islander staff has enabled collective discussion and decision making around cultural issues and staff are more empowered to seek advice from our key Aboriginal and Torres Strait Islander internal and external stakeholders.
- As part of our Indigenous Employment and Retention Strategy, YETI has ensured that there is Aboriginal and Torres Strait Islander representation across the organisational structure as well as providing opportunities for Aboriginal and Torres Strait Islander staff to participate in skill development and career advancement pathways.

We know, however, that there is more that we can do to work towards reconciliation both within our organisation and in our community. YETI's second RAP has been developed by an internal RAP Working Group (RWG) who met weekly over Zoom and more recently face to face fortnightly from May 2020 to develop the Innovate plan. The RAP Working group is supported by the YETI CEO, Genevieve Sinclair and Data Coordinator, Maria Mabo our organisation's RAP Co-Champions.



The YETI RAP Working Group comprises of 10 members, six members identify as Aboriginal and/or Torres Strait Islander people. Our working group has representation from all levels; executive management, management and staff.

- Genevieve Sinclair, *CEO*
- Mandy Welfare, *Capacity Program Manager*
- Angelo Panitteri, *Client Access Coordinator*
- Jason Von Roehl, *Family Support Practitioner*
- Shennaë Neal, *Day Program Coordinator*
- Shannon Keating, *Family Support Practitioner*
- Fiona Jackway, *Case Manager*
- Bindi Diamond, *Youth Just Programs Manager (Acting)*
- Maria Mabo, *Data Coordinator*
- James Nash, *Senior Administration Officer (Secretariat)*





OUR RAP JOURNEY:

2010–2011

Celebrating NAIDOC Week

In 2010 YETI staff and young people formally celebrated NAIDOC Week for the first time. Young people attending YETI painted a banner and commemorated the occasion by screen printing t-shirts with artwork designed by a young person attending the day program.

Hosting Aboriginal and Torres Strait Islander Students

In 2010 and 2011 YETI hosted cadets completing their certificate IV in Community Services. On completion, both students were employed by YETI.

Staffing

In June 2011, YETI staff totalled 15 and one student. 40% of staff identified as being Aboriginal and/or Torres Strait Islander people.

2012–2013

Suicide Prevention

In 2012, YETI formed a new partnership with the FNQ Rural Division of General Practice to deliver a suicide intervention project from YETI. The focus of the initiative was to support young people from Aboriginal and Torres Strait Islander backgrounds to build better links with medical and allied health services to reduce the risk of suicide.

Becoming Culturally Secure

In 2013 YETI took the first steps towards gaining accreditation in Standards for Culturally Secure Practice. These standards are specifically designed for drug and alcohol services who work with Aboriginal and Torres Strait Islander people. In the same year, YETI staff members delivered presentations relating to building cultural safety at the Rural and Remote Mental Health Conference in Ballarat and the National Indigenous Drug and Alcohol Conference in Perth.

Research & Evaluation

YETI received funding in 2013, from the Federal Department of Families, Housing, Community Service, and Indigenous Affairs to undertake a research and evaluation project addressing volatile substance use interventions in North Queensland. An issue which significantly impacted young Aboriginal and Torres Strait Islander communities.

2014–2015

Culturally Secure Practice

After taking the first steps towards formal accreditation in the previous financial year, YETI reached the second stage of accreditation in Culturally Secure Drug and Alcohol Practice through the Institute for Healthy Communities.

Aboriginal and Torres Strait Islander Employment Strategy

YETI developed and implemented an Indigenous Employment Strategy to guide the recruitment and retention of Aboriginal and Torres Strait Islander staff.

Dignity, Diversion, Home and Hope

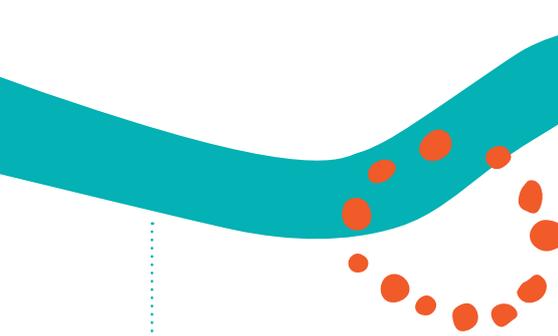
YETI received funding to undertake a 12-month project to help strengthen interventions and supports for inhalant users in the local area and published the Dignity, Diversion, Home and Hope report as a result of the project which commenced in 2013 to address place based volatile substance issues.

Just North

In 2015 YETI launched the Just North program. A two-part program consisting of a supply reduction component which aims to address volatile substance use (VSU) and a capacity building component designed to support professionals working with young people. The program is funded to operate across Far North Queensland, capacity building in rural and remote communities across the region.

Staffing

At the end of the 2014-2015 financial year YETI employed 20 staff members and hosted two JCU social work students. Eight staff members identified as Aboriginal and/or Torres Strait Islander people, 40% of total staff.



2016–2017

Exploring Reconciliation

In 2016 YETI formed their first RAP Working Group to begin the development process of the first YETI Reconciliation Action Plan.

Shared Stories I

In 2017 YETI's Just North program hosted Shared Stories, a two-day workshop attended by practitioners, often working in community-controlled organisations, with young people and families in communities across Far North Queensland in rural and remote communities.

RADIO

In 2017 YETI launched the Remote Alcohol and Drug Interventions & Outcomes (RADIO) program in partnership with five community-controlled organisations to deliver supports to young people across the Cairns, Cape York, and Torres Strait regions.

Schools Up North

In 2017 YETI launched the Schools Up North (SUN) project. The project aims to deliver targeted capacity building for schools in Cape York and the Torres Strait, to assist in addressing mental health, social and emotional wellbeing of young people.

Strong Together

YETI's Strong Together program has been running since October 1st, 2017. The program is a partnership between the Cairns Youth Justice Service Centre and YETI to address the need for early intervention and family support for young people aged 10-15 years old involved in the criminal justice system. Strong Together employs two Aboriginal and Torres Strait Islander practitioners and works with up to 97% Aboriginal and Torres Strait Islander young people.

2017–2019

Innovate RAP

Our first Innovate RAP was endorsed by Reconciliation Australia and we began implementing RAP in September 2017.

Cairns & Yarrabah Youth Bail Support Service (CYBSS)

The CYBSS program began operation in March 2019, it is a collaboration between YETI, Gindja Treatment and Healing Centre in Yarrabah and the Youth Advocacy Centre (YAC). The program works primarily with young people aged 10 – 17 years who are involved, or at risk of becoming involved, in the juvenile justice system and living within the Cairns or Yarrabah area. The program highlights YETI's approach to working in collaboration with community-controlled organisations.

Procurement Policy

In 2019 YETI developed and implemented a procurement policy with a commitment to a procurement process that delivers economic and social benefits for Aboriginal and Torres Strait Islander Australians.

Shared Stories II

In 2019 YETI's Capacity Building teams in partnership with Queensland Aboriginal & Islander Health Council (QAIHC) hosted Shared Stories II. The focus of the two-day event was bringing together youth workers and other professionals from across Far North Queensland to connect and continue conversations around working with young people.

RAP Launch

Following commencement of our Innovate RAP in late 2017, YETI officially launched their first Innovate RAP during NRW in 2018. The event was attended by all YETI staff, young people who access YETI and local Traditional Owners and Elders. The YETI building was smoked, and an Acknowledgement of Country plaque was unveiled.

Queensland Supply Reduction Project

In July 2019 YETI received funding via the National Indigenous Australians Agency (NIAA) to subcontract a supply reduction position in partnership with Cherbourg Regional Aboriginal & Islander Community Controlled Health Service (CRAICCHS), demonstrating YETI's commitment to collaboration with community-controlled organisations.



2020–2021

RAP development II

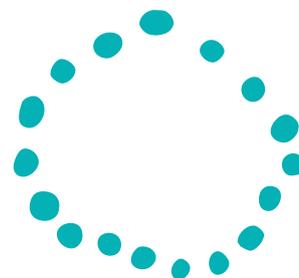
In March 2020, a call for nominations was put out to all staff interested in joining the existing RAP working group. The RAP working group began meeting in March 2020 to begin the process of developing YETI's second Innovate RAP. A draft RAP was finalised and distributed to YETI staff for comment and submitted to the board for final approval before seeking endorsement from Reconciliation Australia.

Next Step Plus

In early 2020, YETI formed an additional partnership with community controlled Aboriginal health service Wuchopperen to deliver transition from care services with the Next Step Plus program.

Staffing

YETI currently employs 50 staff members, 16 who identify as Aboriginal and/or Torres Strait Islander (32%).





RELATIONSHIPS

Strong and meaningful relationships between Aboriginal and Torres Strait Islander people and other Australians is key to reconciliation. YETI believe in building inclusive relationships with young people, partner agencies (both government and non-government), all Aboriginal and Torres Strait Islander people and the wider community. YETI particularly value relationships with families who are central to our work and broader community wellbeing. YETI as an organisation believe in fostering genuine relationships between our staff. Our relationships acknowledge inequality and are built on compassion and understanding. YETI seeks to create meaningful outcomes in which young people have connected and caring support networks.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	April 2021	Capacity Program Manager
	• Continue to review and update our Capacity Building protocols and guiding principles for working with Aboriginal and Torres Strait Islander stakeholders and organisations	March 2021	Capacity Program Manager
	• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	May 2021	CEO
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Continue circulating Reconciliation Australia's NRW resources and reconciliation materials to our staff through the YETI Reconciliation Action Plan intranet site.	27 May- 3 June 2021, 2022	Senior Administration Officer, Day Program Coordinator
	• Ensure YETI display Reconciliation Australia's NRW resources and materials in the front foyer, day program space, meeting rooms and staff rooms.	27 May- 3 June 2021, 2022	Day Program Coordinator
	• Ensure our Working Group participates in an external event to recognise and celebrate NRW.	27 May- 3 June 2021, 2022	CEO, Data Coordinator
	• Encourage all staff and senior leaders to participate in external events to recognise and celebrate NRW.	27 May- 3 June 2021, 2022	CEO, Data Coordinator
	• Continue recognising and celebrating NRW by organising an internal event for staff and young people accessing the service.	27 May- 3 June 2021, 2022	Day Program Coordinator
	• Register our NRW events via Reconciliation Australia's NRW website.	May 2021, 2022	Data Coordinator
	• Implement strategies to engage our staff in reconciliation.	April 2021	CEO, Data Coordinator
3. Promote reconciliation through our sphere of influence.	• Facilitate staff yarning circles annually to engage staff in reconciliation.	July 2021, 2022	Improved Services & Quality Manager, Data Coordinator
	• Continue to deliver activities for young people during all significant Aboriginal and Torres Straits Islander events such as NAIDOC Week, National Reconciliation Week, Close the Gap day, National Aboriginal and Torres Strait Islander Children's Day, International Day of Indigenous People	August 2021, 2022	Client Access Coordinator, Day program Coordinator
	• Communicate our commitment to reconciliation publicly in YETI's Annual Report, Reconciliation Action Plan intranet communications site and the YETI website.	Dec 2021, 2022	Operations Manager, Communications officer
	• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	March 2021	Senior Practitioner
	• Promote reconciliation through ongoing active engagement with all stakeholders.	June 2021	Quality Manager
	• Encourage our partner agencies to develop a Reconciliation Action Plan	March 2021	CEO, Data Coordinator, Capacity Program Manager
	• Share YETI's RAP with partner agencies and promote Reconciliation Australia's website	March 2021	CEO, Data Coordinator, Capacity Program Manager

Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies.	• Continue to review and update our policies including our staff code of conduct, anti-discrimination policy.	June 2021	Operations Manager, Quality & Improved Services Manager
	• Host a screening of In My Blood it Runs for staff and facilitate a discussion group	May 2021	Senior Administration Officer, Data Coordinator
	• Review and communicate an anti-discrimination policy for our organisation.	August 2021	Operations Manager, Quality & Improved Services Manager
	• Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	March 2021	Operations Manager, Quality & Improved Services Manager, HR officer
	• The RAP working group will collectively review our anti-discrimination policy.	March 2021	Operations Manager, Quality & Improved Services Manager, HR officer
	• Ensure appropriate education and refresher sessions for all staff around anti-discrimination and the effects of racism.	June 2021, 2022	Operations Manager, Quality & Improved Services Manager, HR officer
	• Educate senior leaders on the effects of racism.	May 2021, 2022	Operations Manager, Data Coordinator





RESPECT



Respect is at the heart of YETI's practice and purpose. We have the responsibility to be respectful and non-judgmental. We understand and appreciate diversity and difference. Respect in practice looks like understanding the land, local culture, and community. YETI acknowledges Traditional Owners and the impact of transgenerational trauma. We recognise Aboriginal and Torres Strait Islander staff and people as being experts of their own culture. YETI seeks to breakdown institutional racism creating positive outcomes for young people that promote self-determination, so we can respectfully walk beside each other.

Action	Deliverable	Timeline	Responsibility
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	Aug 2021, 2022	Quality and Improved Services Manager, Operations Manager
	<ul style="list-style-type: none"> The RAP working group will audit of our existing cultural learning materials 	Aug 2021, 2022	Quality and Improved Services Manager, HR Officer
	<ul style="list-style-type: none"> Investigate local cultural immersion opportunities for staff 	June 2021, 2022	HR officer, CEO, Quality and Improved Services Manager
	<ul style="list-style-type: none"> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors and staff on the development and implementation of a cultural learning strategy. 	Sept 2021, 2022	Quality and Improved Services Manager, Operations Manager, Data Coordinator
	<ul style="list-style-type: none"> Develop, implement, and communicate a cultural learning strategy for our staff. 	August 2021, 2022	CEO, Data Coordinator
	<ul style="list-style-type: none"> Review our staff induction material to ensure that we are continuously building on staff cultural awareness. 	March 2021, 2022	CEO, Data Coordinator
	<ul style="list-style-type: none"> Encourage all staff to access Reconciliation Australia's Share Our Pride online tool and embed it as part of our induction material. 	August 2021, 2022	CEO, Data Coordinator
	<ul style="list-style-type: none"> Continue to provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning. 	March 2021, 2022	Quality & Improved Services Manager
	<ul style="list-style-type: none"> Continue to provide opportunities for all staff to participate in appropriate cultural learning. 	September 2021, 2022	Quality & Improved Services Manager
	2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	April 2021, 2022
<ul style="list-style-type: none"> Review our current Acknowledgement of Country template and distribute to all staff. 		March 2021	Quality & Improved Services Manager
<ul style="list-style-type: none"> Provide opportunities for staff to practice effectively delivering an Acknowledgment of Country. 		April 2021	CEO
<ul style="list-style-type: none"> Continue to promote our cultural protocol document for Welcome to Country and Acknowledgement of Country 		March 2021, 2022	CEO, Data Coordinator, Quality Manager
<ul style="list-style-type: none"> Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at all significant events 		May 2021, 2022, July 2021, 2022	Family Support Practitioner
<ul style="list-style-type: none"> Continue to invite a local Traditional Owner or Custodian to provide a Welcome to Country and Smoking Ceremony at YETI annually. 		May 2021, 2022	Family Support Practitioner
<ul style="list-style-type: none"> Include an Acknowledgement of Country or other appropriate protocols at the commencement of important internal and external meetings and continue to encourage all staff to include an Acknowledgement of Country at the commencement of important meetings. 		March 2021, 2022	CEO, Data Coordinator

Action	Deliverable	Timeline	Responsibility
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• Ensure our RAP Working Group participates in an external event to celebrate NAIDOC Week.	<i>First week in July 2021, 2022</i>	<i>Day program coordinator</i>
	• Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	<i>June 2021, 2022</i>	<i>Operations Manager, HR Officer</i>
	• Ensure all YETI staff have an opportunity to participate in NAIDOC week.	<i>July 2021, 2022</i>	<i>Operations Manager, HR Officer</i>





OPPORTUNITIES

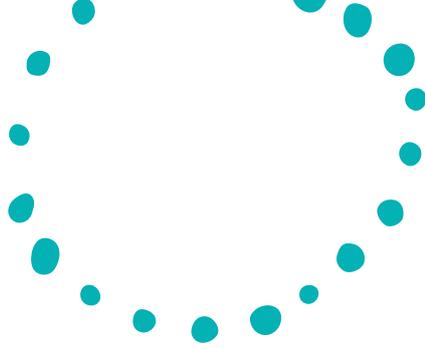
YETI believes in everyone having equal opportunities. That means having an equal voice, an array of choices and the ability to contribute and participate in our community. YETI highly regards and values Aboriginal and Torres Strait Islander staff knowledge, skills, experience, and their sharing of cross-cultural richness. YETI acknowledges this modelling nurtures safe cultural practices and creates opportunities for everyone in contact with our centre to reach their highest potential. YETI also recognise the importance of supporting local Aboriginal and Torres Strait Islander businesses to create more employment opportunities for local people.

Action	Deliverable	Timeline	Responsibility
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	Aug 2021, 2022	Operations Manager
	<ul style="list-style-type: none"> Review and ensure our Aboriginal and Torres Strait Islander Employment Strategy is culturally sound and in line with legislation. 	October 2021	Operations Manager, HR Officer
	<ul style="list-style-type: none"> Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies and continue to develop individual professional development strategies. 	January 2022	Operations Manager, HR Officer
	<ul style="list-style-type: none"> Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. Include 'Aboriginal and Torres Strait Islander people are encouraged to apply' in all job advertisements. 	June 2021	Operations Manager, HR Officer
	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	March 2022	Operations Manager, HR Officer
	<ul style="list-style-type: none"> Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce. 	July 2021, 2022	Operations Manager, HR Officer
	<ul style="list-style-type: none"> Continue to include Aboriginal and Torres Strait Islander representation on recruitment and selection panels. 	March 2021	Operations Manager, HR Officer
	<ul style="list-style-type: none"> Investigate and subsidise management and supervision training for Aboriginal and Torres Strait Islander staff 	August 2022	Operations Manager, HR Officer
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Communicate and review existing Indigenous Procurement Strategy 	July 2021	CEO, Operations Manager
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	June 2021	Senior Administration Officer
	<ul style="list-style-type: none"> Continue to ensure a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services is available to all staff. 	September 2021, 2022	Data Coordinator, Senior Administration Officer
	<ul style="list-style-type: none"> Review and update our existing Indigenous Procurement Strategy to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	June 2021, 2022	CEO, Operations Manager
	<ul style="list-style-type: none"> Develop new commercial relationships with Aboriginal and/or Torres Strait Islander businesses. 	June 2022	CEO, Finance & Admin Manager, Senior Administration Officer
	<ul style="list-style-type: none"> Maintain existing commercial relationships with Aboriginal and Torres Strait Islander businesses. 	July 2021	Finance & Admin Manager, Senior Administration Officer



Action	Deliverable	Timeline	Responsibility
3. Improve access and support for Aboriginal and Torres Strait Islander young people in Cairns and Far North Queensland .	<ul style="list-style-type: none"> Promote the concept of interagency support responses for at-risk young people with communities and agencies in Far North Queensland and the Lower Gulf of Carpentaria, North Queensland. 	May 2021	CCYP Coordinator, Capacity Program Manager
	<ul style="list-style-type: none"> Support communities and other agencies who are wanting to develop and implement interagency response mechanisms via YETI's Capacity Building Team in particular the Senior Care Coordinator. 	September 2021	CCYP Coordinator, Capacity Program Manager
	<ul style="list-style-type: none"> Continue to be a signatory of the Cairns CCYP an integrated service response for highly vulnerable young people in Cairns. 	March 2021, 2022	CCYP Coordinator, Capacity Program Manager
	<ul style="list-style-type: none"> Investigate ways to improve YETI's practice framework to ensure easy navigation, access, and high-quality client engagement. 	April 2021	CCYP Coordinator, Capacity Program Manager
	<ul style="list-style-type: none"> Promote the Next Step Plus program to support services and Child Safety service centres to ensure that all young people in statutory care living in rural and remote communities have access to transition from care supports. 	March 2022	Next Step Plus Coordinator
	<ul style="list-style-type: none"> Investigate opportunities to partner with other services in Cairns to provide afterhours support to young people engaged in high-risk behaviour. 	May 2021	Bail Support Coordinator
	<ul style="list-style-type: none"> Ensure the YETI SUN program works with schools in the Cape and Torres region to optimise remote school settings as core resources within the stepped care model of mental health provision for Aboriginal and Torres Strait young people. 	March 2021, 2022	SUN Coordinator
	<ul style="list-style-type: none"> Ensure the YETI RADIO program is providing best practice Alcohol and Other Drug (AOD) support for young people in 5 subcontracted agencies across the Torres and Cape York. 	March 2021, 2022	RADIO Coordinator
4. Maintain formal partnerships with community-controlled agencies.	<ul style="list-style-type: none"> Maintain relationships and subcontract arrangements with community-controlled partners to ensure Aboriginal and Torres Strait Islander young people have access to Aboriginal and Torres Strait Islander practitioners. 	July 2021, 2022	CEO, Finance and Admin Manager
	<ul style="list-style-type: none"> Investigate new opportunities to partner with Aboriginal and Torres Strait Islander community-controlled agencies. 	October 2021	CEO
	<ul style="list-style-type: none"> Work in collaboration with the peak body Queensland Aboriginal and Islander Health Council (QAIHC) in the development of resources for Aboriginal and Torres Strait Islander young people for example "Eyes on ICE". 	June 2021	CEO
	<ul style="list-style-type: none"> Strengthen our relationship and increase collaboration with QAIHC on YETI's bi-annual 2-day workshop Shared Stories. 	May 2021	Capacity Program Manager





Action	Deliverable	Timeline	Responsibility
5. Support Aboriginal and Torres Strait Islander services and practitioners	<ul style="list-style-type: none"> Investigate new ways to support Aboriginal and Torres Strait Islander practitioners working in rural and remote communities to access training and professional development opportunities. 	May 2022	Capacity Program Manager, RADIO Coordinator
	<ul style="list-style-type: none"> Ensure we offer / provide resources such as sporting equipment and art supplies etc to support workers engagement with youth in rural and remote communities. 	June 2021, 2022	Capacity Program Manager
	<ul style="list-style-type: none"> Offer / provide internships at YETI to Aboriginal and Torres Strait Islander workers in Far North Queensland and the Lower Gulf. 	June 2021, 2022	Capacity Program Manager
	<ul style="list-style-type: none"> Work with Dovetail to facilitate delivery of alcohol and other drug training to practitioners in rural and remote communities. 	June 2021, 2022	Capacity Program Manager
	<ul style="list-style-type: none"> Provide support and new opportunities for teachers and student support staff to engage in upskilling and professional development. 	August 2022	SUN Coordinator
	<ul style="list-style-type: none"> Support workers in rural and remote Far North Queensland and the Lower Gulf of Carpentaria to access YETI's biannual Shared Stories 2-day workshop. 	July 2021	Capacity Program Manager
	<ul style="list-style-type: none"> Ensure YETI continue capacity building with AOD case managers across the Cape and Torres via the RADIO program. 	May 2021, 2022	Capacity Program Manager, RADIO Coordinator
	<ul style="list-style-type: none"> Provide opportunities for practitioners from partner community-controlled agencies to attend workshops and training hosted by YETI. 	June 2021, 2022	Capacity Program Manager, RADIO coordinator
	<ul style="list-style-type: none"> Assist agencies in rural and remote communities to support young people by offering to provide copies of the YETI intake and assessment templates and tools. 	September 2022	Capacity Program Manager, RADIO coordinator



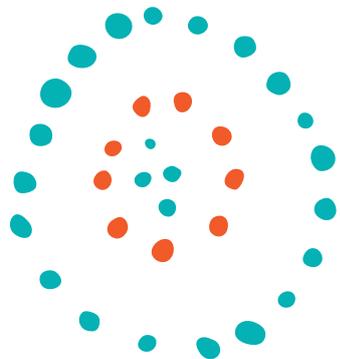
GOVERNANCE

YETI believe in being accountable to all the Aboriginal and Torres Strait Islander young people, families, staff, and community members involved with our organisation. YETI seeks to govern our agency in a transparent and inclusive manner. The whole of our service (from board to staff) seek to learn from each other and continually improve. YETI value Aboriginal and Torres Strait Islander staff for their expert contribution. YETI seeks to continually increase representation of Aboriginal and Torres Strait Islander people at all levels of leadership and governance in our organisation.

Action	Deliverable	Timeline	Responsibility
1. 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.	March 2021, 2022	CEO, Data Coordinator
	• Review and update RWG Terms of Reference	May 2021, 2022	CEO, Data Coordinator
	• RWG will meet quarterly to drive and monitor RAP implementation.	March, June, September, October, December 2021, 2022	CEO, Data Coordinator
2. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	March 2021	Operations Manager, Improved Services and Quality Manager
	• Engage our senior leaders and other staff in the delivery of RAP commitments.	April 2021, 2022	CEO, YETI Board President
	• Include the YETI RAP on the standing agenda for the monthly management committee meetings	April 2021, 2022	CEO, YETI Board President
	• Define and maintain appropriate systems to track, measure and report on RAP commitments.	March 2021	Data Coordinator
	• Maintain an internal RAP Champion from senior management.	March 2021	CEO
3. 15. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2021, 2022	Data Coordinator
	• Report RAP progress to all staff and senior leaders quarterly.	April, July, October, January 2021, 2022	CEO
	• Include the RAP in the YETI annual report	October 2021, 2022	Improved Services & Quality Manager
	• Include an update on the RAP as part of the fortnightly staff meeting agenda	March 2021	Data Coordinator
	• Publicly report our RAP achievements, challenges, and learnings, annually.	Nov 2021, 2022	CEO
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	Improved Services & Quality Manager
	• Register via Reconciliation Australia's website and begin developing our next RAP.	May 2022	CEO, Data Coordinator
4. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website and begin developing our next RAP.	May 2022	CEO, Data Coordinator







ARTWORK ~ Ellie-Anne Mooka

Ellie-Anne is a 19 year old Aboriginal and Torres Strait Islander young woman raised in Cairns. She speaks English and Creole and is very proud of her Torres Strait Islander culture and heritage. Ellie-Anne enjoys listening to music and catching up with family and friends.



Your story. Your strength.

For public enquiries about our **RAP** contact:
Genevieve Sinclair, *Chief Executive Officer*

☎ (07) 4051 4927

✉ coordinator@yeti.net.au