



Lifeline Darling Downs
and South West Qld Ltd

Innovate Reconciliation Action Plan (RAP)

February 2026 - December 2027





Walking Together: The Story of Lifeline Through Country, Crisis, and Connection

This painting is not just a visual artwork, it is a living story, a map of compassion, connection, and commitment. It tells the journey of Lifeline and their dedication to walking alongside every person, every family, every community member across this vast and beautiful country. It speaks in colour and symbol, in track and totem, in fire and water. It speaks in the language of love.

At the very heart of the painting is community, the centre circle of each community, alive with colour and life, represents the collective spirit of women, men, and children. Their stories, their struggles, their healing. Radiating from this core are footprints and animal tracks, symbolising the journey we all take together. The footprints of Lifeline workers walk beside the animal tracks of Aboriginal and Torres Strait Islander people, a powerful expression of cultural respect, of deep listening, and of travelling together through life, guided by spirit and Country.

This painting tells the truth of hard times. The yellow circle of fire and the blue circle of flooding represent crisis, the moments that shake lives and leave families searching for safety. These are surrounded by community, because crisis never touches just one person. It ripples. But from those circles of challenge, there is a path, a sacred journey, leading down to a safe place, a home wrapped in a rainbow. This is the healing Lifeline promises, to walk alongside every person through the storm until they find safety, stability, and strength once more.

Tiny white dots trace the journey home, each one a symbol of the gentle guidance Lifeline offers. And beyond the path, more workers stand ready to wrap around each family, every individual, with unwavering support. This is what community looks like. This is what reconciliation feels like.

The different colours across the canvas represent the diversity of this beautiful region: the Fairy Floss pink and blue of Toowoomba, reflecting its breathtaking sunrises; rich greens for Dalby, inspired by the lush Bunya Mountains; vibrant orange for Roma, echoing its striking sunsets; deep blues for Charleville, capturing the vastness of its night sky; soft purples for Cunnamulla, where wildflowers bloom; earthy browns for St George, shaped by the flow of the river; and bright yellow for Warwick, where sunflower fields stretch to the horizon. Each place has its own programs, its own stories, its own needs. But in everyone, you'll see the same footprints. The same animal tracks. The same unwavering presence of Lifeline, walking, supporting, guiding.

Within each circle, there are sacred symbols. The coolamon, where food is shared, and hearts are opened. The crisis counselling symbol, where two figures are held by love and support during times of darkness. The changing the lanes symbol, where young people find pathways through the justice system, surrounded by kindness, strength, and community. These aren't just programs, they are lifelines. They are lifetimes of care.

Across the painting, waterholes and rivers flow, the veins of Country. On their banks, people gather, shown in every colour of community. Here, they yarn. They breathe. They connect. These places are safe, held by the ancient pulse of the land and the present heartbeat of those who serve.

In the bottom left corner, you'll find three humpies, each one full of heart. The yellow and orange humpy holds the workers and volunteers in Lifeline shops. The pink and purple humpy cradles the programs and community teams. The green and blue humpy represents corporate services, often unseen, but essential. Around each humpy are workers devoted to reconciliation, to people, to purpose. Inside each humpy is a heart, the beating love they bring to their roles.

This painting is a story of walking together, of deep Connection, true Inclusion, and life-changing Relationships. It sings of Compassion and Social Justice. It is a painting that doesn't just show what Lifeline does, it shows who they are.

Through the storms and the safe homes, through the waterholes and winding tracks, through every community touched by challenge or change, this painting reminds us that no one walks alone.

Lifeline walks beside them, always.

Painted by Shandell Washington xx



Statement from CEO of Reconciliation Australia

Reconciliation Australia commends Lifeline Darling Downs and South West Queensland on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for Lifeline Darling Downs and South West Queensland to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Lifeline Darling Downs and South West Queensland will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander

peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Lifeline Darling Downs and South West Queensland is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Lifeline Darling Downs and South West Queensland's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

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

Congratulations Lifeline Darling Downs and South West Queensland on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Chair and CEO Report



Adrienne Leonard
Chair



Rachelle Patterson
Chief Executive Officer

We acknowledge the Traditional Owners of the lands on which our broad Lifeline Darling Downs and South West Queensland Ltd (LDDSWQL) team works upon. We acknowledge the Jarowair, Gaibal, Western Waka Waka, Kunja, Kooma, Budjari, Mandindanji, Gunggari, Barunggam, and Keinjan peoples. We pay our respects to Elders past and present and particularly acknowledge our own First Nations team members who work across these beautiful lands.

Following the Voice referendum there has never been a more important time to reflect on who we are and the role we can all play in leading positive change, but only if we are committed to walking together. The wrongs of the past will not be easily forgotten or overcome, nor should they. The LDDSWQL RAP is committed to listening and making informed actions and change. We have thought carefully about the changes we need to make to achieve progress on our own path towards meaningful reconciliation. We will continue to revise this as we understand it will not be a linear path, nor have an end date.

Our communities are diverse and our responses and actions have taken this into consideration. Our Vision for reconciliation is to achieve genuine change for a unified future by working together and acknowledging our history. Our RAP is a living document that practically guides our organisation on a change journey. It prioritises increasing knowledge and understanding of history through truth-telling, awareness raising and celebrating the connections we have to the many lands we are fortunate to be delivering services from and upon. We understand the long journey ahead but will be intentional in the small steps we take together to positively contribute to reconciliation.





Our Vision for Reconciliation

LDDSWQL is committed to supporting Aboriginal and Torres Strait Islander peoples and communities. Our Vision is to achieve genuine change for a unified future by working together and acknowledging our history.

Our Business

LDDSWQL's Purpose is to engage and empower individuals to build resilient communities. The Values we ascribe to include Connection; Inclusion; Relationships; Social Justice; and Compassion. We have 420 team members across the Darling Downs and South West Queensland, with approximately 26 of our team members identifying as Aboriginal and Torres Strait Islander people.

We offer a range of evidence-based programs to vulnerable, marginalised and disadvantaged community members. These include individual and family counselling, crisis and brief intervention counselling, domestic and family violence services, financial counselling, gambling harm reduction programs and youth support and services. We also provide emergency relief and training to support positive mental health and suicide prevention and intervention.

Our organisation provides services from bases in Toowoomba, Warwick, Dalby, Roma, St George, Charleville, and Cunnamulla as well as outreach services to remote and rural communities across South West Queensland. We also operate 13 retail stores across this footprint.

With LDDSWQL being a part of the Lifeline National Body, our organisations sphere of influence comprises local entities as well as partners on a state and national level.

Individuals –

Internal (Team Members and Board):

- Working to make LDDSWQL a culturally safe place,
- Learning together about local cultures and local ways of knowing from all our locations,
- Working to make sure that our recruitment policies are inclusive and equitable,
- The use of values-based recruiting, especially in our western locations to reflect the communities we work in, and
- Working together to ensure that the services we provide are relevant and meet community needs.

External (Our customers):

- Services we deliver are community led, flexible according to the needs of the people that access them,
- Program design is informed by the community and services are tailored to the needs of each community where we are located.
- Recognising the skill set of Aboriginal and Torres Strait Islander communities we serve across the Darling Downs and South West Queensland, recruiting people who can deliver culturally safe services, and
- Ensuring that local services are delivered by local people (place-based service delivery) wherever possible.

A key part of our service delivery is about partnership activities. LDDSWQL is the largest Community Services Organisation in our region. We live and work in the communities we serve, and often lead stakeholder engagement groups in the communities. We are committed to identifying gaps and rectifying unmet needs in our work areas. This can include but is not limited to partnerships, collaborations, and advocacy with a view to seeking out whole of community solutions.

As part of our regular face-to-face service delivery in small communities, we commit to working with Aboriginal Community Controlled Health Organisations (**ACCHOs**), Aboriginal Community Controlled Organisations (**ACCOs**); and Aboriginal and Torres Strait Islander Medical Services (**AMS**) to deliver services which use culturally informed models of service deliver, seek advice from Traditional Owners and Elders to inform service delivery at an individual, family and community-based level, and adapt our therapeutic and counselling services to meet the needs of the community.

Our Chief Executive Officer (**CEO**) and Strategic Leadership Team (**SLT**) provide feedback on issues within local communities and across the region from a big picture perspective, by engaging with our funded program contract managers, as well as regional directors at local, state and commonwealth level.

- LDDSWQL makes a commitment to ensuring the language we use is accessible to communities as well as local, state and federal bodies and reflects local knowledges.
- The LDDSWQL CEO, SLT and leaders will continue their membership with peak bodies (both state and federal) to ensure we have a seat at the table to share regional, rural, and remote issues, and have the most up to date information to share with communities.

LDDSWQL has community service and retail outlets in the communities of Charleville (office and retail store), Dalby (office and retail store), Oakey (retail store), Roma (office), St George (office and retail store), Tara (retail store), Toowoomba (office, distribution centre and retail stores), Warwick (office and retail store) and Cunnamulla (office). We also provide outreach across the Darling Downs and South West Queensland to communities including Stanthorpe, Goondiwindi, Crows Nest, Lockyer Valley, Chinchilla, Miles, Mitchell, Surat, Eulo, Thargomindah, Tambo, Wandoan, Morven, Augathella, Quilpie, Adavale and Wyandra.





Our RAP

LDDSWQL is establishing an **Innovate RAP** to acknowledge the past, understand where we are now, and to inform our commitment to the future.

Aboriginal and Torres Strait Islander people, organisations and communities are important to LDDSWQL because we work and live in communities where our team members and service users are Aboriginal and Torres Strait Islander people and sometimes the majority group. It is imperative that we understand, listen and learn from Aboriginal and Torres Strait Islander peoples, histories, cultures and voices to ensure we are culturally safe and responsive. We acknowledge and understand that no two communities are the same and specific histories have impacted certain beliefs and values. We need to understand these and ensure we are appropriately directing practice and service both internally and externally. We are committed to achieving this through the opportunities and actions we have developed.

Some of the ways we will progress towards reconciliation at LDDSWQL is to:

- Keep activities genuine, meaningful, not tokenistic and are led by but not left with Aboriginal and Torres Strait Islander peoples.
- Engage more team members at all levels, especially in cultural days and learning activities.
- Provide opportunities to educate and inform all team members on reconciliation.
- Start the change and model the behaviour.
- Celebrate important dates, including Survival Day, National Closing the Gap Day, Harmony Day, National Sorry Day, Mabo Day, National Aboriginal and Torres Strait Islander Children's Day, International Day of Worlds Indigenous Peoples (UN).

- Educate and inform on the importance of Traditional Language and using this across our organisation.
- LDDSWQL will collaborate with external organisations and individuals to better understand Aboriginal and Torres Strait Islander ways of knowing and learning, to embed sharing stories and culture in traditional ways.

As an organisation, we are excited to be embracing our **Innovate RAP** and the goals that we have set. Within this RAP, our team will learn and grow and make progress toward our vision for reconciliation. Our CEO and Board First Nations Cultural Advisor (identified) are our overall RAP champions. Our RAP champions will:

- Drive and champion internal engagement and awareness of the RAP.
- Collaborate with the whole LDDSWQL team to achieve progress toward our vision for reconciliation.
- Encourage and support all Aboriginal and Torres Strait Islander team members who choose to be part of the RAP Working Group.

RAP Working Group Members

Name	Position & Division	
Cessa Mainwaring	Tracks to Success Counsellor, Programs and Community Division	First Nations Representative
Selena Kelly	Changing Lanes Case Worker, Programs and Community Division	First Nations Representative
Ashley Turnbull	Youth Development, Programs and Community Division	First Nations Representative
Mandy Young	Gambling Help Community Educator, Programs and Community Division	First Nations Representative
Glenda Humes	Board Director & First Nations Cultural Advisor (identified)	First Nations Representative
Rachelle Patterson	Chief Executive Officer	
Jenn Beckett	Executive Support Officer, CEO Office	
Kylie Hutchinson-Macgowan	Strategic Lead – Programs and Community	
Theresa Davies	HR Advisor, People Culture and Corporate	
Katrina Newsham	Strategic Lead – People, Culture and Corporate	

LDDSWQL developed a RAP in 2012 which was endorsed by Reconciliation Australia. Since that time, the organisation has developed internal plans that focus on reconciliation actions.

Summary of Key Learnings

As an organisation we have historically found it challenging to embed internal change in a sustained way. There has always been a strong commitment to positive change and contribution towards reconciliation in pockets across the organisation; however, this has tended to be driven by a few key people internally rather than developing strategies to bring the rest of the organisation along for the journey.

A key change that has occurred with this RAP is the intentional recruitment of strong geographical and departmentally diverse Aboriginal and Torres Strait Islander representation on the RAP Working Group. This means all key areas of the organisation can be

represented, heard and feel listened to. We have also changed our RAP Working Group Terms of Reference so that we will not proceed with any matters unless there are always a minimum of two Aboriginal and Torres Strait Islander representatives at every meeting.

Traditionally we have soft-launched our RAPs and there has not been significant buy-in across all areas of the organisation. For our Innovate RAP we have spent a lot of time considering the activities and ensuring they are broadly meaningful to the entire organisation. We will be hard launching the RAP at a Whole of Organisation Day in October 2026 which will be part of a whole day

cultural immersion by all team members across the organisation. The RAP Working Group decided that to embed the RAP across the organisation, everyone first needs to understand why it is important. Part of this is to understand why the Aboriginal and Torres Strait Islander peoples, histories, cultures and voices of the lands on which we work upon. This will then launch the organisation into the commencement of a range of activities as listed in the RAP. The RAP Working Group, working together with several Champions should be able to ensure traction with the RAP lighting the way to LDDSWQL's future of reconciliation.



Relationships

Building strong relationships between Aboriginal and Torres Strait Islander clients and stakeholders is fundamental to our organisation and its core business activities. By connecting our team members and sharing experiences, we foster mutual respect and understanding, enhance our governance and communication practices. Engagement and partnerships with Aboriginal and Torres Strait Islander communities enable us to learn from their rich cultural heritage, ensuring our operations are inclusive and reflective of the diverse communities across the Darling Downs and South West Queensland. Developing strong, collaborative, and resilient relationships will not only strengthen our organisational fabric but also contribute to a more cohesive and unified community, driving positive outcomes for everyone.

Relationships:

Focus area: Developing and strengthening relationships with local Aboriginal and Torres Strait Islander communities.

Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with identified local Aboriginal and Torres Strait Islander stakeholders and organisations to inform the development of guiding principles for future engagement.	May 2026	Lead: CEO Support: Strategic Lead – PAC Strategic Lead - PCC
	Develop and implement an engagement plan to work with the above Aboriginal and Torres Strait Islander stakeholders and organisations.	May 2026	Lead: CEO Support: Strategic Lead – PAC Strategic Lead - PCC
Build relationships through celebrating local culturally important events as well as National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to Board members, team members and volunteers.	April (annually)	HR Advisor
	All RAP Working Group members to participate in an external NRW event.	27 May to 3 June (annually)	Lead: CEO (as RAP Working Group Chair) Support: RAP Working Group
	Encourage and support team members and senior leaders to participate in at least one external event to recognise and celebrate NRW.	March (annually)	CEO
	Organise at least one NRW event each year.	May (annually)	Executive Support Officer
	Register all our NRW events on Reconciliation Australia's NRW website .	May (annually)	Executive Support Officer
	Encourage and support team members and senior leaders to participate in at least one local significant cultural event in addition to NRW activities.	May (annually)	CEO

Relationships:

Action	Deliverable	Timeline	Responsibility
Promote reconciliation through our sphere of influence.	Develop and implement a team member engagement strategy to raise awareness of reconciliation across our workforce.	March 2026	HR Advisor
	Communicate our commitment to reconciliation publicly – via social media, media releases, marketing and promotional materials	February (annually)	Lead: Executive Support Assistant Support: Little Pig Consulting
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	July 2026	Lead: Executive Support Assistant Support: Little Pig Consulting
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	July 2026	Lead: CEO Support: Strategic Lead – PAC
Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	March 2026	HR Advisor
	Engage with Aboriginal and Torres Strait Islander team members and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	March 2026	HR Advisor
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	April 2026	HR Advisor
	Educate senior leaders on the effects of racism.	June 2026	Lead: Strategic Lead – PAC Support: HR Advisor

Relationships:

Action	Deliverable	Timeline	Responsibility
Increase knowledge and understanding of the impacts of colonialism and reconciliation practices.	Consult Aboriginal and Torres Strait Islander team members regarding key training and education requirements for Board Directors, Leadership Team and all team members.	July 2026	Lead: Strategic Lead – PCC Support: Strategic Lead – PAC
	Develop a package of educational materials for the Board Directors, Leadership Team and all team members to increase knowledge and understanding of the impacts of colonialism and the history of the Traditional Owners throughout our regions.	October 2026	Lead: Strategic Lead – PCC Support: Strategic Lead – PAC
	Deliver education sessions to the Board Directors and Leadership Team based on the package of materials provided.	November 2026	Lead: Strategic Lead – PCC Support: Strategic Lead – PAC
	Review feedback and adjust the educational materials.	January 2027	Lead: Strategic Lead – PCC Support: Strategic Lead – PAC
	Consolidate the educational materials into a Reconciliation Practice Manual.	February 2027	Lead: Strategic Lead – PCC Support: Strategic Lead – PAC
	Delivery education sessions to all team members based on the package of material provided.	May 2027	Lead: Strategic Lead – PCC Support: Strategic Lead – PAC
	Implement the Reconciliation Practice Manual into everyday use.	June 2027	Lead: Strategic Lead – PCC Support: Strategic Lead – PAC
	Provide an avenue for Aboriginal and Torres Strait Islander team members and community members to share their stories in a trauma informed and culturally appropriate way.	September 2027	Lead: Strategic Lead – PAC Support: Aboriginal / Torres Strait Islander Team Members



Respect

LDDSWQL believes all team members should have a base of knowledge and understanding of Aboriginal and Torres Strait Islander peoples, histories, cultures and voices. This appreciation is necessary to fully recognise the challenges and achievements of Aboriginal and Torres Strait Islander peoples, histories, cultures and voices, and to celebrate the strength and resilience of the oldest continuous living culture in the world. This respect is fundamental to our work with Aboriginal and Torres Strait Islander peoples and communities to address the historical, systemic and cultural barriers which limit social and economic engagement. It also informs our work and allows us to deliver culturally sensitive and aware services which meet the needs of Aboriginal and Torres Strait Islander individuals and families.

Respect:

Focus area: Building organisational knowledge and understanding of Aboriginal and Torres Strait Islander peoples, histories, cultures and voices. Embedding principles of respect in our everyday practice.

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	June 2026	CEO
	Conduct a review of cultural learning needs with our organisation.	July 2026	Lead: Strategic Lead – PAC Support: Strategic Lead – PCC
	Develop, implement, and communicate a cultural learning strategy for our team members.	September 2026	Lead: Strategic Lead – PCC Support: HR Advisor
	Provide opportunities for RAP Working Group members and key Leadership Team members to participate in formal and structured cultural learning.	October 2026	Lead: Strategic Lead – PAC Support: Strategic Lead – PCC
	Identify locally significant cultural events.	January (annually)	Tracks to Success Coordinator
	Review Induction process and documents to ensure Cultural safety and learning are included	November 2026	Lead: Strategic Lead – PCC Support: HR Advisor
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	August 2026	HR Advisor
	Increase team member's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2026	HR Advisor
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	January, April, July, October (annually)	Executive Support Officer
	A reminder to all team members of the importance of the inclusion of an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	January, April, July, October (annually)	Lead: CEO Support: Executive Support Officer

Respect:

Action	Deliverable	Timeline	Responsibility
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in external NAIDOC Week events.	First week in July (annually)	Lead: CEO Support: Executive Support Officer
	Review HR policies and procedures to remove barriers to team members participating in NAIDOC Week.	April 2026	HR Advisor
	Promote and encourage participation in external NAIDOC events to all team members.	April (annually)	Lead: CEO Support: Executive Support Officer
Explore the opportunities of embedding various storytelling opportunities into our workplace.	Embed LDDSWQL's RAP Artwork which tells the story of our organisation into all forms of art and publications across the organisation, including signage.	May 2026	Lead: Executive Support Officer Support: Strategic Lead – PAC
	Developing best practice for using storytelling in everyday service delivery; for example, what are the skills people need to consider (truly listening, being respectful of people's opinions).	September 2027	Lead: Strategic Lead – PAC Support: Tracks to Success Coordinator
	Develop Aboriginal and Torres Strait Islander informed storytelling guides for counselling practice.	November 2027	Lead: Strategic Lead – PAC Support: Tracks to Success Coordinator



Opportunities

Our organisation recognises that reconciliation is not only a responsibility but a shared opportunity to create meaningful, lasting change. Through our RAP, we are committed to identifying and embedding opportunities that support Aboriginal and Torres Strait Islander peoples in all aspects of our work. This includes creating culturally safe and inclusive workplaces, strengthening partnerships with Aboriginal and Torres Strait Islander communities and organisations, increasing procurement from Aboriginal and/or Torres Strait Islander-owned businesses and supporting employment, development, and leadership pathways. We see reconciliation as a chance to enrich our organisation's culture, reflect the diverse communities we service, and contribute to a more equitable and respectful Australia.

Opportunities:

Focus area: Employment opportunities and professional development and supplier diversity.

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Engage with Aboriginal and Torres Strait Islander team members to consult on our recruitment, retention and professional development strategy.	March 2026	Lead: Strategic Lead – PCC Support: HR Advisor
	Review current recruitment policy to inform future employment and professional development opportunities for Aboriginal and Torres Strait Islander team members.	June 2026	Lead: Strategic Lead – PCC Support: HR Advisor
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention (including environmental design consideration) and professional development strategy.	August 2026	Lead: Strategic Lead – PCC Support: HR Advisor
	Review job vacancies and recruitment processes to effectively reach Aboriginal and Torres Strait Islander stakeholders.	January (annually)	Lead: Strategic Lead – PCC Support: HR Advisor
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander people's participation in our workplace.	October 2026	Lead: Strategic Lead – PCC Support: HR Advisor
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	June 2026	Finance Manager
	Investigate Supply Nation membership - https://supplynation.org.au/	February 2026	Finance Manager
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2026	Finance Manager
	Communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to team members	July 2026	Finance Manager
	Review commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	June (annually)	Finance Manager



Governance

Governance:

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Review and update Aboriginal and Torres Strait Islander representation on the RWG.	January (annually)	CEO
	Review and maintain a Terms of Reference for the RWG.	April (annually)	Lead: CEO Support: Executive Support Officer
	Meet four times per year (minimum) to progress and monitor RAP implementation.	March, June, September, December (annually)	Executive Support Officer
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	February 2026	Executive Support Officer
	Engage Board members and team members in the delivery of RAP commitments.	January, April, July, October (annually)	Lead: CEO Support: Strategic Lead – PAC & Strategic Lead – PCC & Strategic Lead - BD
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	February 2026	Executive Support Officer
	Appoint a Strategic Lead to champion our RAP internally.	February 2026	CEO
	Define the role and responsibilities of the Organisational Champions.	May 2026	Strategic Lead - PAC
	Recruit a minimum number of Organisational Champions across all divisions and geographic regions according to the below: Roma / St George (1) Charleville / Cunnamulla (1) Dalby / Warwick / Toowoomba (5)	July 2026	Strategic Lead - PAC

Governance:

Action	Deliverable	Timeline	Responsibility
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June (annually)	Strategic Lead - PAC
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey. .	August (annually)	Strategic Lead - PAC
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	20 September (annually)	Strategic Lead - PAC
	Report RAP progress to all Board members, Leadership Team and team members quarterly.	January, April, July, October (annually)	Lead: CEO Support: Executive Support Officer
	Publicly report our RAP achievements, challenges and learnings annually.	November (annually)	Lead: Executive Assistant Support: Little Pig Consulting
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer - https://www.reconciliation.org.au/publication/2020-workplace-rap-barometer/	February 2026	Strategic Lead - PAC
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	December 2027	Strategic Lead - PAC
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	September 2027	Strategic Lead - PAC

CONTACT DETAILS

NAME: Rachelle Patterson
POSITION: Chief Executive Officer
PHONE: 1300 991 443
EMAIL: rpatterson@lifelinedarlingdowns.org.au

