

Reflect Reconciliation Action Plan

May 2025 - October 2026





Pictured:
Karen Mundine
Chief Executive Officer
Reconciliation Australia

Statement from CEO of Reconciliation Australia

Reconciliation Australia welcomes Youturn to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Youturn joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its

own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Youturn to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Youturn, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Artwork: 'Belonging' by artist Jason Douglas of Dalmarri

'Belonging' by artist Jason Douglas of Dalmarri

Belonging is at the heart of this stunning Aboriginal artwork, capturing the essence of feeling content, comfortable, and connected within a community. This sense of belonging is as vital to human life as food, water, and shelter, promoting inclusion and fostering a thriving community where every member can grow and contribute. When people feel they belong, they are more likely to engage, return, and strengthen the community, ensuring its longevity and resilience.

The artwork embodies Youturn's unwavering commitment to supporting vulnerable individuals of all ages during their most challenging times. Like our ancestors watching over us, Youturn's presence across the country cultivates trust, creating safe, inclusive, and supportive communities.

At the centre of the artwork, Youturn is represented as the hub, with campsites and tracks symbolising our deep connection to the communities we serve. The curved arrows depict individuals' journeys to Youturn for support, showing how they can turn their lives around and reintegrate into society.

The river signifies our connection to the waterways surrounding Tewantin and Noosa, on Kabi Kabi lands, where Youturn was founded over three decades ago. It emphasizes the importance of these rivers as they flow through our community.

The six campsites represent the LISTEN values Youturn upholds:

- **Listen to Understand**
- **Individualised Support**
- **Safe Spaces**
- **Trusting Relationships**
- **Embracing Diversity**
- **Non-Judgemental**

The diverse grouping of dots reflects our deep connection to First Nations lands, depicting the various tribes and individuals supported by Youturn, highlighting the richness of diversity within our community.

The bright colours symbolise Youturn's vibrance and strength-based approach, emphasising how we support and empower individuals to lead better lives. Just as First Nations people relied on each other in hunter-gatherer societies, this artwork reminds us of the importance of social cohesion and the bonds that unite us in our shared journey.





Our Reconciliation Vision

"Youturn envisions a just society where Aboriginal and Torres Strait Islander cultures are celebrated, rights respected, and communities empowered, driving reconciliation through education, collaboration, and inclusive practices."

At Youturn, we are committed to a reconciliation process that respects the past and shapes the future, fostering a culture of genuine partnership and collaboration with Aboriginal and Torres Strait Islander peoples. Through education, understanding, and shared experiences, we aim to break down barriers and build bridges between First Nations peoples and non-Indigenous Australians.

Our reconciliation journey is one of continuous learning and action. We pledge to integrate the principles of reconciliation into our daily practices and interactions, ensuring that our services not only meet the needs but also enhance the dignity and rights of Aboriginal and Torres

Strait Islander communities. We strive to empower these communities through support that respects their cultural values, enhances their opportunities, and supports their right to self-determination.

Through our Reflect RAP, Youturn is dedicated to advancing these goals by promoting cultural safety, increasing First Nations employment and procurement, and supporting community-led solutions that contribute to positive, lasting change. We are committed to walking alongside First Nations peoples as active participants and leaders in this journey, embracing the shared wisdom and spirit of reconciliation to create a future that honours and uplifts every member of our community.



OUR VISION

Empowering people to live safe, connected and meaningful lives.



PURPOSE

We support people navigating hardship, life changes, or seeking connection.



OUR MISSION

With compassion and equity at our core, we deliver person-centered services and supports across housing, family, mental health and postvention.

Our Values



Our Business

Youturn is a not-for-profit organisation established more than 35 years ago to address youth homelessness on the Sunshine Coast. Today it has evolved into a national organisation with a multidisciplinary team of over 300 professionals of which 15 identify as Aboriginal and/or Torres Strait Islander peoples. Trusted to create safe, inclusive, and supportive communities, Youturn offers assistance to vulnerable people of all ages, during their most challenging times.

During the 2024 financial year, Youturn staff provided support to over 19,100 individuals through a diverse range of health and community service initiatives. These programs encompass homelessness, child safety, mental health, and suicide prevention. At Youturn, our overarching goal is to make a lasting impact in the lives of those we serve. Through our dedicated efforts and partnerships, we aspire to build a society where everyone has the opportunity to lead a fulfilling and dignified life.

We collaborate with like-minded partners who share our core values, striving to ensure that those we support have access to secure and affordable housing, enabling them to thrive and enjoy optimal mental well-being.

Health Services

Youturn delivers youth mental health programs and support services through the headspace model since 2012, when the first centre in Maroochydore was opened. Youturn now manages five centres across SE Queensland including Toowoomba, Bundaberg, Maroochydore, Caboolture and Gympie and is currently establishing a headspace satellite Centre on Bribie Island. These centres serve as crucial hubs, offering vital assistance to young people experiencing mental health challenges. We also deliver Youth Enhanced Services (YES) in Toowoomba and Adelaide for those with moderate to complex mental health needs.

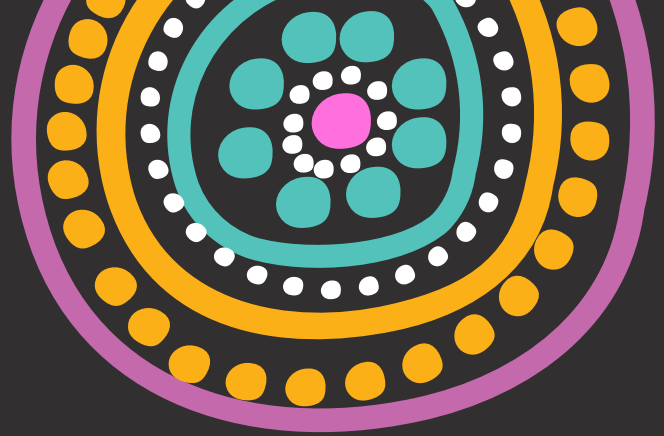
StandBy Support After Suicide, is Australia's leading suicide postvention program dedicated to assisting people and communities bereaved or impacted by suicide. The program offers coordinated evidence-based support and resources (including

connections to local services and groups) that is individualised for each person's unique circumstance. StandBy is guided by local advisory groups – which includes community stakeholders as well as those with Lived Experience.

Community Services

Youturn is widely acknowledged as a key provider of Specialist Homelessness Services (SHS) that cater to the unique needs of young people and vulnerable families. Our comprehensive range of programs includes not only the provision of secure and stable accommodation but also wrap-around case management support. We believe in empowering vulnerable individuals and families by addressing the root causes of homelessness, offering a continuum of care to help them regain stability and independence.

Our Child Safety programs operate on a continuity of care model, from supporting vulnerable families in the community to raise happy, healthy children through to the provision of supported accommodation and out-of-home care for children and young people who are unable to live with their primary caregivers. By offering a seamless transition, we aim to create a nurturing and safe environment for young individuals who need alternative living arrangements. At Youturn, we pride ourselves on delivering evidence-based services that adhere to best practice. Our commitment to integrity, transparency, and trust underscores every aspect of our work. We continually strive to address the complex challenges faced by our communities, ensuring our services remain relevant, sustainable and adaptable to changing needs.



Our Reconciliation Action Plan

Youturn's vision for reconciliation is a just society which values and respects the rich history, rights, cultures and traditions of Aboriginal and Torres Strait Islander peoples. This plan is not only a formal declaration of our intent but also a commitment to an ongoing journey of learning, respect, and relationship building. Through our RAP, we strive to create trusted, safe, inclusive, and supportive communities where young people, families, and staff of First Nations heritage feel valued and empowered to actively engage in their community and culture.

Our vision is underpinned by our LISTEN values - a commitment to listen and understand, to provide individualised support, and to create environments free from judgement—safe spaces where diversity is not just accepted but celebrated. Youturn is dedicated to turning these values into action, advocating for and supporting not just individual transformation but community-wide change towards reconciliation and harmony.

We aim for our RAP is to:

- Serve as a living document that reflects our day-to-day operations, ensuring that our practices align with our aspirations for reconciliation.

Demonstrate a willingness to learn from the stories, traditions, and wisdom that First Nations peoples of Australia have to offer.

- Foster and deepen our connections with First Nations stakeholders, organisations, and community members, enhancing cultural safety for clients, staff, and all stakeholders.
- Embed the principles and processes of reconciliation into every aspect of our organisational culture, from client interactions to internal management and stakeholder engagements.

To implement our RAP successfully, Youturn has established a RAP Working Group. The group is made up of staff across key areas of the organisation including senior leadership and Aboriginal and Torres Strait Islander staff to ensure support across Youturn and our RAP Committee Chair & Coordinator, will be responsible for obtaining executive sign off.

Youturn is passionate about reconciliation. Our active RAP Working Group is chaired by our designated Cultural Advisor who regularly reviews and refreshes our strategies to enhance our plan.

Through these commitments, Youturn pledges to be a catalyst for change, fostering an environment where reconciliation is woven into the fabric of our everyday work and community engagements. We believe that by embracing this journey, we can collectively foster a society that truly respects and celebrates the unique contributions of its First Nations people.

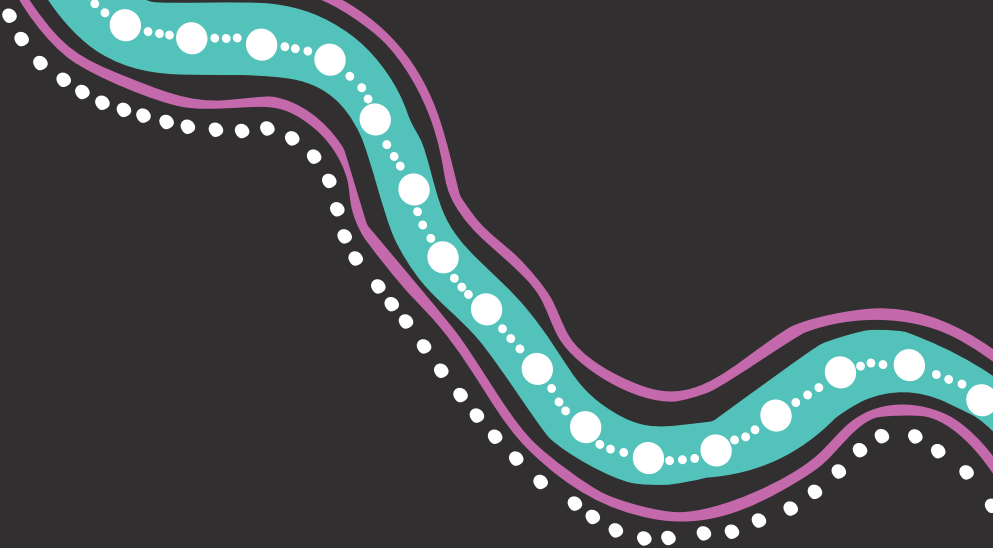
Our RAP Committee who participated in developing this Reconciliation Action Plan include:

Albertha Long	Social and Emotional Wellbeing Worker – headspace Gympie (First Nations Advisory Group Chair)
Antoinette Lloyd	Program Manager: Communications & Partnerships
Belle Ellis	Bridging Families Case Officer
Heidi Walsh	Centre Manager, headspace Gympie
James Blevin	CEO
Jazmyn Taumafai	Psychosocial Support Service Worker, headspace Caboolture (Secretary)
Jordan Lovini	Case Officer
Lauren Charman	Program Manager, Community Services
Rebecca Pye	Cultural Advisor (RAP Committee Chair & Coordinator)
Russell Martin	Program Manager, Compliance and ICT

In addition to the RAP Working Group, a First Nations Advisory Group comprising six Youturn staff who identify, has been established to help inform, advise, guide and raise the profile of reconciliation further, internally as well as externally, and to lead by example. Albertha Long has been elected to lead this group.

We will provide regular reporting to our stakeholders and the wider organisation to ensure we are kept accountable, as well as consulting with the broader organisation to ensure diversity of thought and opinions are captured.

External consultation is crucial for our RAP. We are fortunate to partner with organisations who are more advanced in their RAP journeys and have offered their help and guidance as we take this first step.



Some of the key first steps will include:

- Developing our knowledge of Aboriginal and Torres Strait Islander cultures and histories across the organisation.
- Building a deeper understanding of the importance of a holistic approach to health and wellbeing for First Nations cultures, with a focus on health and wellbeing for those families affected by child safety concerns, homelessness, mental health and suicide.
- Identifying areas where we can work more effectively with, and provide more tailored services to, Aboriginal and Torres Strait Islander organisations and communities.
- Encouraging meaningful reflection for staff by implementing processes such as cultural training and truth-telling.
- Creating a method to accurately capture whether our employees identify as Aboriginal and/or Torres Strait Islander people, as well as the individuals and families to whom we provide services.

Youturn has internally initiated the following actions:

- An Acknowledgement of Country at meetings, with encouragement for staff to perform their own research and include additional learnings.
- Acknowledgement of Country on our website and email signatures.
- Display of Aboriginal and Torres Strait Islander flags and commissioned artworks at all work sites.
- Inclusive language on job advertisements.
- Promoting and acknowledging national days and dates of significance to Aboriginal and Torres Strait Islander peoples on our social media channels, for example, National Reconciliation Week, National Aboriginal and Torres Strait Islander Children's Day and NAIDOC week.



Truth Telling Engagement Project

As part of our commitment to reconciliation and truth-telling, Youturn proposes a significant project aimed at exploring and documenting our historical points of engagement with Aboriginal and Torres Strait Islander communities across all locations where Youturn has offices. This initiative will involve close collaboration with local Elders to gain deeper insights into community histories and to understand the narratives that have shaped these interactions. By visiting each site where Youturn maintains a presence, we plan to engage directly with Traditional Owners, recording and documenting their stories and experiences. This respectful and inclusive approach aims to honour the voices and histories of the Aboriginal and Torres Strait communities we serve, ensuring their perspectives and contributions are acknowledged and integrated into our organisational memory.

The objectives of this project are manifold and aim to foster a culture of truth-telling, relationship building, and cultural integration within Youturn. By acknowledging and respecting the lived experiences of Aboriginal and Torres Strait Islander peoples, we aim to foster honest and respectful engagement that strengthens our relationships with these communities. Over the course of 18 months, our efforts will focus not only on gathering and documenting these important narratives but also on continuously engaging with the communities to respond to their specific needs. Ultimately, we will evaluate and measure the impact of this project on both the communities involved and Youturn operations, aiming to enhance our practices and improve cultural safety across the organisation, thereby enriching our commitment to reconciliation and enhancing our service delivery in a culturally informed manner.

Cultural Safety

The former Australian Health Ministers' Advisory Council identifies that consumers are safest when healthcare providers have considered power relations, cultural differences, and consumers' rights. Essential features of cultural safety are:

- An understanding of one's culture
- An acknowledgement of difference, and requirement that healthcare providers are actively mindful and respectful of difference(s)
- Informed by the theory of power relations; any attempt to depoliticise cultural safety is to miss the point
- An appreciation of the historical context of colonisation, the practices of racism at individual and institutional levels, and their impact on Aboriginal and Torres Strait Islander people's living and wellbeing, both in the present and past
- That its presence or absence is determined by the experience of the recipient of care and not defined by the healthcare provider.

External Partnerships

Our Partnerships and Current Activities

Youturn demonstrates an unwavering commitment to enhancing the lives and wellbeing of Aboriginal and Torres Strait Islander communities through a diverse range of innovative and culturally focused initiatives. This dedication is evident in several key projects and partnerships that not only aim to support mental health and cultural connection but also foster meaningful engagement across various age groups and communities.

Engagement Programs and Initiatives

One of the standout initiatives is the Fishing Mates program, which offers young men aged 12-25 including those who identify as Aboriginal and Torres Strait Islander persons, the opportunity to engage with nature and experience the therapeutic benefits of fishing. Under the guidance of mentors like Harry Pitt (who is a Torres Strait Islander man), participants find relaxation and mental rejuvenation, crucial for their emotional and psychological well-being. This program not only provides a respite from the stresses of daily life but also reinforces the importance of connection to land and water in Aboriginal and Torres Strait Islander people's cultures.

The Dingira Warrai surf wellness program is another exemplary project, led by a respected Gubbi Gubbi Elder. Spanning two months, this program immersed over 30 children and their families in activities that range from storytelling and connection to place, to practical lessons in surf skills and ocean safety. Workshops on mindfulness, movement, traditional dance, and surf dance were designed to blend traditional Aboriginal and Torres Strait Islander people's cultures with contemporary practices, highlighting sustainability, community, and holistic health at Noosa River mouth.



**Pictured: Dingira Warrai
Surf Dance, Noosa, 2021**



Cultural Celebrations and Collaborative Art

Youturn also spearheaded the Booin Gari Festival in 2019, a significant cultural event on the Sunshine Coast that brought together music, traditional art, and craft, storytelling, and dynamic workshops. This festival served as a platform for Aboriginal and Torres Strait Islander artists and musicians to celebrate and share their heritage, fostering greater understanding and appreciation among wider community members. (Youturn is in talks with local First Nations people to explore options of holding this event again.)

The organisation's commitment to cultural expression is further demonstrated through the Collaborative Art Mural project with an acclaimed First Nations local artist. This urban art project focuses on connecting the community and supporting mental health among young men by creating large-scale murals that reflect local cultural narratives and promote mental wellness.

Furthermore, Adelaide YES commissioned a local Aboriginal Community organisation, Marra Dreaming, to produce large scale murals that highlights the importance of connection and acknowledgement to the water, to the land and its animals, as well as connection to people coming together for support. The artwork was completed in collaboration with Youturn staff and the young people who access the service.

Pictured:
Youturn's Jazmyn Taumafai and Russell Martin
Strength in Communities Event, Caboolture, 2023

Community and Health Events

The annual 'Strength in Community' event, developed in collaboration with headspace Caboolture and initiated from the headspace National's First Nations Healing and Wellbeing Grant, emphasises the importance of cultural practice and safety. The event is crafted with the input from the Buranga Widjung Justice Group and held on Bribie Island in cooperation with the Pumicestone Indigenous Education Council. It showcases First Nation culture, food, dance, and talent, inviting community members to celebrate and learn in a welcoming environment.

Support and Wellness Programs

Youturn developed and delivered the "YouMe-WhichWay" program, specifically in Australia which was designed to support Aboriginal and Torres Strait Islander communities affected by suicide. This program acknowledges the unique cultural needs and provides community-based support to facilitate healing and resilience, achieving significant outcomes in mental health and community wellbeing.

Ongoing Community Health Support

Youturn's involvement extends to regular participation in the NCACCH – Well Persons Health Check Day and other health initiatives, highlighting the organisation's proactive approach to health screenings and preventive care tailored to the needs of Aboriginal and Torres Strait Islander populations.

Cultural and Staff Engagement

Furthermore, Youturn's headspace centres actively participate in First Nations wellbeing groups, collaborating closely with Social and Emotional Wellbeing (SEWB) workers. These centres

engage in bimonthly Elders group meetings with the Queensland Health Cultural Healing team and support programs like the Women's Worry Up Program, which focuses on mental health concerns among Aboriginal and Torres Strait Islander women.

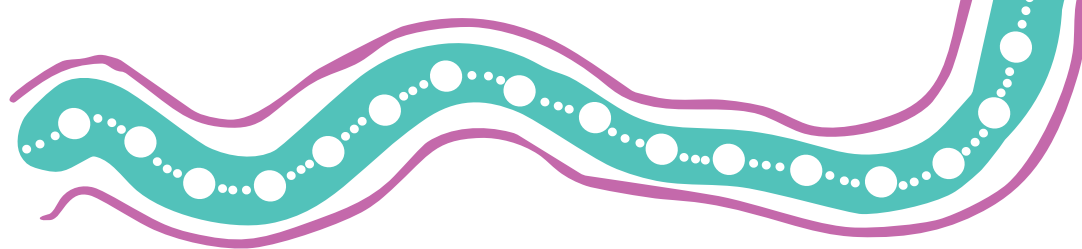
Educational Outreach

Youturn also plays a pivotal role in educational settings. Our Gympie SEWB worker facilitates workshops at local high schools as part of the Deadly Young Persons Program, providing tools and resources to foster mental resilience among Aboriginal and Torres Strait Islander youth. These initiatives emphasise "Staying Mentally Healthy & the Stronger You Wheel," helping young people to build a stronger sense of self and wellbeing.

Additionally, our youth workers in Toowoomba actively support clients who participate in the Waddup program. This program, guided by an Elder from the local community, is designed specifically for the Aboriginal mob. It focuses on empowering youth to make healthy and safe choices and assists them in building positive relationships. By providing guidance and support in such culturally sensitive and impactful ways, Youturn youth workers play an essential role in nurturing the wellbeing and future potential of the young participants.

Collaborative Efforts and Community Building

Significant partnerships with organisations like PCCC Trust and new collaborations with entities such as Stepping Black Indigenous Corporation exemplify Youturn commitment to supporting community events and educational programs that highlight and uphold Aboriginal and Torres Strait Islander cultures and practices.



Our staff in Toowoomba have played a crucial role in assisting numerous NGOs within the community to establish yarning and healing circles. These circles are beautiful, dedicated spaces where community members can engage in open dialogue, share stories, and celebrate their culture in an environment that is both supportive and respectful.

Through these comprehensive efforts, Youturn continues to build a robust framework of support, engagement, and education that significantly contributes to the wellbeing and cultural preservation of Aboriginal and Torres Strait Islander communities.

Internal Initiatives

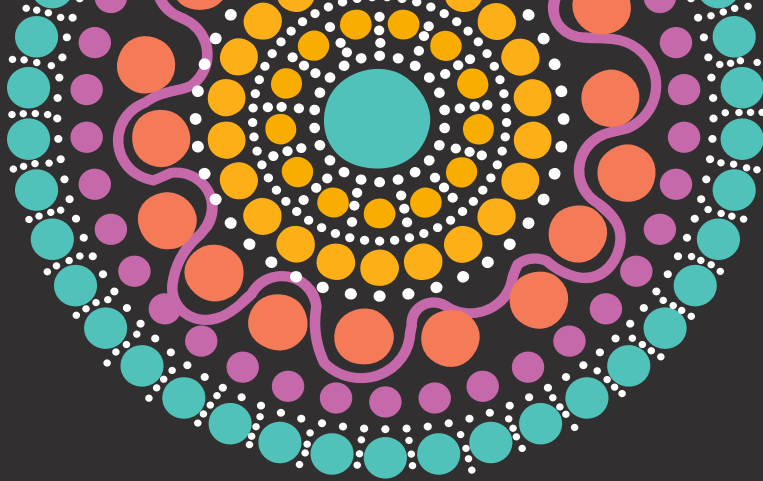
Youturn's commitment to supporting and promoting Aboriginal and Torres Strait Islander peoples is deeply ingrained in our organisational culture and everyday practices. Internally, we have taken significant steps to ensure this commitment is both visible and impactful.

In 2021, we engaged Harry Pitt, a respected consultant, to consult with and guide our strategies and initiatives, ensuring they are culturally informed and respectful of the communities we aim to support. This collaboration has been pivotal in shaping a workplace that values and integrates Aboriginal and Torres Strait Islander people's perspectives.

Recognising the importance of cultural sensitivity, we have implemented comprehensive cultural awareness training for all staff. This training is designed to enhance understanding and appreciation of Aboriginal and Torres Strait Islander histories, cultures, and contributions, thereby fostering an inclusive and respectful work environment.

In addition, we partnered with a renowned and recognised Gubbi Gubbi artist, to commission unique artworks that are proudly displayed in the reception areas of all Youturn sites. These artworks, alongside the Aboriginal and Torres Strait Islander flags, serve as a daily reminder of our respect and recognition for the local cultures and heritage.

Furthermore, Youturn actively encourages staff participation in significant cultural events such as NAIDOC Week and National Reconciliation Week. We not only promote involvement in community events but also facilitate internal educational opportunities. This includes subscribing to films with Aboriginal and Torres Strait Islander content and subsidising the purchase of shirts with prints designed by First Nations artists for teams to wear during NAIDOC Week, enhancing both engagement and awareness among our staff. These initiatives reflect our ongoing dedication to celebrating and acknowledging the rich cultural heritage of Aboriginal and Torres Strait Islander peoples, embedding their importance within the very fabric of our organisation.



Our Actions

Youturn has followed Reconciliation Australia's framework for our Reflect RAP and we commit to the following actions over the next 18 months.

Pillar 1: Relationships

At Youturn, the Relationships pillar is central to our mission and operational effectiveness. This pillar underscores the importance of nurturing strong, respectful, and collaborative relationships with Aboriginal and Torres Strait Islander communities. Anchored by our commitment to the Australian Council of Social Services (ACOSS) Principles for a Partnership-centred Approach, we strive to create meaningful impacts through our dedicated Partnership Kit, designed to support and enhance our collaborations with Aboriginal and Torres Strait Islander partners.

Our engagement is deeply integrated with our core values of promoting diversity and inclusion. Through active consultation and partnership with our staff, users, and local communities, we are committed to recognising, respecting, and nurturing the unique cultural identities of Aboriginal and Torres Strait Islander peoples. Our strategies are crafted to ensure the cultural safety of the programs and services we deliver, reinforcing our commitment to building relationships that are not only supportive but also sustainable.

Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations in the regions we operate.	• Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	October 2026	RAP Coordinator
	• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisation.	October 2026	RAP Coordinator
	• Reinforce (ACOSS) Principles for a Partnership centred Approach.	May 2025	CEO
	• Maintain Aboriginal and Torres Strait Islander Partnership Toolkit; drive capacity building activities including training, coaching and customised support to enable take up across the organisation.	January 2026	RAP Coordinator
	• Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	October 2026	RAP Coordinator

Relationships

Action	Deliverable	Timeline	Responsibility
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Connect into local National Reconciliation Week community working groups to understand how Youturn is best placed to support activities.	October 2026	Program Manager Communication and Partnerships
	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff prior to NRW.	May 2025, 2026	Program Manager Communication and Partnerships
	• Register all our NRW events on Reconciliation Australia's NRW website.	May 2025, 2026	RAP Coordinator
	• RAP Working Group members to participate in an external NRW event.	27 May- 3 June 2025, 2026	Program Manager Communication and Partnerships
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June 2025, 2026	CEO
	• Organise and participate in at least one NRW event each year.	27 May- 3 June 2025, 2026	Program Manager Communication and Partnerships



Relationships

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	• Identify external stakeholders that our organisation can engage with on our reconciliation journey.	March 2026	RAP Coordinator
	• Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	October 2026	RAP Coordinator
	• Take every opportunity to communicate our commitment to reconciliation publicly.	July Annually	Program Manager Communication and Partnerships CEO
	• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	October 2026	RAP Coordinator
	• Provide a copy of the RAP as part of the standard induction process and 'New Starter' onboarding packs for all new employees.	May 2025	GM People and Performance
	• Circulate the RAP to all employees each year as part of National Reconciliation Week.	27 May- 3 June 2025, 2026	Program Manager Communication and Partnerships
	• Publish case studies and stories pertaining to reconciliation on the internal staff intranet on a quarterly basis.	May 2025 August 2025 November 2025 February 2026 May 2026 August 2026	Program Manager Communication and Partnerships
	• Publish the RAP on Youturn intranet and internet sites and reference in the Annual Report to promote awareness and cultural understanding.	May 2025	Program Manager Communication and Partnerships

Relationships

Action	Deliverable	Timeline	Responsibility
4. 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.	June 2025	GM People and Performance, RAP Coordinator
	• Investigate anti-racism training options for Youturn.	July 2025	GM People and Performance, RAP Coordinator
	• Educate senior leaders on the effects of racism.	June 2026	RAP Coordinator
	• Research best practice and policies in areas of race relations and anti-discrimination.	May 2026	GM People and Performance, RAP Coordinator
5. Explore, understand and document Youturn's historical points of engagement with Aboriginal and Torres Strait Islander people as part of our commitment to truth telling.	Project Initiation: Commence project upon Reconciliation Action Plan (RAP) approval by Reconciliation Australia.	June 2025	RAP Coordinator
	• Cultural Advisor/RAP Coordinator to initiate service mapping at each Youturn site.	June 2025	RAP Coordinator
	First 3 Months		
	<ul style="list-style-type: none"> • Engage with local Elders to gather guidance and deepen understanding of community histories. • Implement plans to visit sites as listed where Youturn has offices and a presence and engage directly with Traditional Owners. • Record and document the stories and experiences of Traditional Owners who have engaged with Youturn. • Sunshine Coast, • Caboolture, and • Bribie Island 	July 2025	RAP Coordinator

Relationships

Action	Deliverable	Timeline	Responsibility
6 Months			
	<ul style="list-style-type: none"> Engage with local Elders to gather guidance and deepen understanding of community histories. Visit sites where Youturn has offices and a presence and engage directly with Traditional Owners. Record and document the stories and experiences of Traditional Owners who have engaged with Youturn. 	October 2025	RAP Coordinator
	<ul style="list-style-type: none"> Bundaberg, and Gympie 		
9 Months			
	<ul style="list-style-type: none"> Engage with local Elders to gather guidance and deepen understanding of community histories. Implement plans to visit sites as listed where Youturn has offices and a presence and engage directly with Traditional Owners. Record and document the stories and experiences of Traditional Owners who have engaged with Youturn. 	January 2026	RAP Coordinator
	<ul style="list-style-type: none"> Adelaide, Wollongong, and Darwin 		
12 Months			
	<ul style="list-style-type: none"> Explore and initiate partnerships with communities, seeking funding or sponsorship to support local initiatives. 	April 2026	RAP Coordinator
	<ul style="list-style-type: none"> Provide support to site staff in understanding and adhering to local cultural protocols. 	April 2026	RAP Coordinator
	<ul style="list-style-type: none"> Continue engagement to understand and respond to community-specific needs. 	April 2026	RAP Coordinator

Relationships

Action	Deliverable	Timeline	Responsibility
18 Months			
• Complete the collection and documentation of stories and experiences.		October 2026	RAP Coordinator
• Disseminate and share these narratives via Youturn's intranet and integrate into orientation materials for new staff, with community permission.		October 2026	Program Manager Communication and Partnerships
• Report project outcomes and progress to Youturn's CEO and Board.		October 2026	RAP Coordinator, Advisory Chair
• Evaluate and measure the impact of the project on both the communities involved and Youturn's operations.		October 2026	RAP Coordinator

Pillar 2: Respect

The Respect pillar at Youturn is foundational to our reconciliation efforts, emphasising the importance of truth-telling, cultural appreciation, and mutual understanding. Recognising the vital role of equity, dignity, and respect, this pillar seeks to restore and elevate the position of Aboriginal and Torres Strait Islander peoples within our organisation and the broader community.

At Youturn, we are committed to deepening our understanding and appreciation of Aboriginal and Torres Strait Islander cultures. This commitment is manifested through a series of cultural learning initiatives designed to enhance the cultural competence of our staff and improve our service delivery. By reflecting on

our shared history and celebrating the rich cultural heritage of Aboriginal and Torres Strait Islander communities, we strive to foster an environment of respect and acknowledgment.

Key activities under this pillar include the integration of cultural protocols into our daily operations and the celebration of significant events such as NAIDOC Week, which provide opportunities for staff and the communities we serve to engage in meaningful cultural exchanges. These efforts are not isolated events but part of a continuous commitment to ensure that all interactions within and outside Youturn are conducted with the utmost respect for the cultures, histories, and rights of Aboriginal and Torres Strait Islander peoples.

Respect

Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation.	January 2026	RAP Coordinator
	• Conduct a review of cultural learning needs within our organisation.	July 2025	RAP Coordinator
	• Provide opportunities for RAP Reference Group members, people and culture leaders and other key leadership staff to participate in formal and structured cultural awareness learning including Board.	October 2025	RAP Coordinator
	• Encourage staff to further their own cultural awareness through their professional development plans and/or engagement with the RAP Champions network.	December 2025	RAP Coordinator
	• All new employees to complete online cultural awareness module as part of induction.	October 2026	GM People and Performance
	• Continue development of our RAP Working Group which connects non-Aboriginal and Torres Strait Islander staff to partner with their Aboriginal and Torres Strait Islander colleagues'.	October 2026	RAP Coordinator

Respect

Action	Deliverable	Timeline	Responsibility
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. 	December 2025	RAP Coordinator
	<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. 	December 2025	RAP Coordinator
	<ul style="list-style-type: none"> The Youturn leadership team endorses and supports the priorities and intentions set by the Working Group and ensures that these are reflected in the Organisational Strategic Plan ensuring that it reflects and nurtures the unique cultural identities of Aboriginal and Torres Strait Islander people, and provides for the delivery of services that are culturally safe. 	July 2025	CEO
	<ul style="list-style-type: none"> Implement and monitor strategies, systems and processes to ensure the cultural safety and quality priorities for diverse population groups, including Aboriginal and Torres Strait Islander people. 	December 2025	CEO
	<ul style="list-style-type: none"> Demonstrate a welcoming environment for young people, families, and staff, through visual displays of Aboriginal and Torres Strait Islanders flags, local First Nations artwork, a map of Australia, at each site. 	December 2025	RAP Coordinator
	<ul style="list-style-type: none"> Ensure service providers follow Youturn's code of conduct and policies to ensure consistent and respectful delivery of programs and ensure that we meet the needs of a diverse range of clients including those from Aboriginal and Torres Strait Islander communities. 	October 2026	CEO

Respect

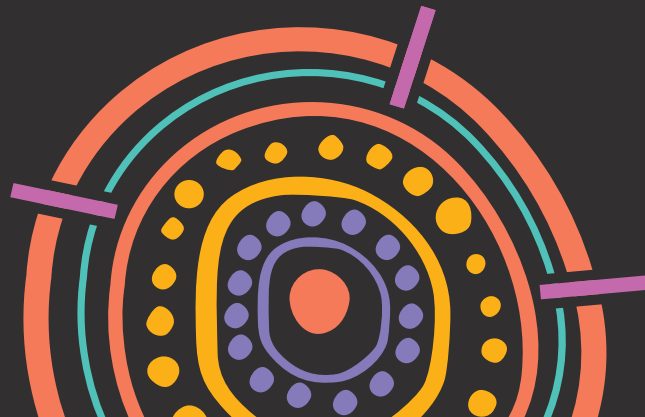
Action	Deliverable	Timeline	Responsibility
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	July 2025, 2026	RAP Coordinator
	• RAP Reference Group to participate in an external NAIDOC Week event.	First week in July 2025, 2026	RAP Coordinator
	• Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	July 2025, 2026	GM People and Performance
	• Encourage Aboriginal and Torres Strait Islander staff to access cultural leave provisions to participate in cultural activities and communities during NAIDOC Week.	July 2025, 2026	CEO
	• Connect into local NAIDOC community working groups to understand how Youturn is best placed to support celebrations.	July 2026	RAP Coordinator, Program Manager Communication and Partnerships
	• Introduce our staff to NAIDOC Week by promoting external events in our local area. prior to NAIDOC, but after NRW to ensure information is fresh and allows staff to plan ahead.	June 2025 June 2026	RAP Coordinator, Program Manager Communication and Partnerships
	• RAP Working Group to participate in an external NAIDOC Week event.	July 2025 July 2026	RAP Coordinator

Pillar 3: Opportunities

The Opportunities pillar at Youturn is committed to fostering an inclusive workplace and strengthening community ties through proactive engagement with Aboriginal and Torres Strait Islander peoples. Our focus is on creating pathways that not only attract, develop, and retain Aboriginal and Torres Strait Islander people's talents within our organisation, but also enhance the economic and social outcomes of Aboriginal and Torres Strait Islander communities through strategic procurement processes.

We recognise the critical role these opportunities play in empowering Aboriginal and Torres Strait Islander individuals and communities. By supporting First Nations businesses and facilitating employment, we contribute to the broader goals of economic independence and cultural continuity. These initiatives help individuals cultivate professional skills and participate actively in the nation's economy, maintaining their connection to Country and culture.

At Youturn, investing in these opportunities is not just about fulfilling a commitment; it's about embracing the unique perspectives, skills, and cultural knowledge that Aboriginal and Torres Strait Islander peoples bring to our workplace. This enrichment will foster a more diverse and economically sustainable environment, drives innovation and enhances our service delivery, allowing us to better meet the needs of all communities we serve. This mutual benefit not only empowers these communities but also significantly boosts Youturn's operational effectiveness and societal impact.



Opportunities

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	August 2025	GM People and Performance
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	September 2025	RAP Coordinator
	• Conduct an annual employee survey to gather information on demographics and to seek feedback on how we can improve as an organisation.	June 2025	GM People and Performance
	• Develop career progression planning for staff including current Aboriginal and Torres Strait Islander staff.	July 2025	GM People and Performance
	• The organisation has processes in place to ensure that staff working directly with service users have completed training in Aboriginal and Torres Strait Islander family-led decision-making processes.	October 2026	GM People and Performance
	• The organisation's recruitment processes and practices where possible, will ensure identified roles for officers working directly with the Aboriginal and Torres Strait Islander child and family.	October 2026	GM People and Performance
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	December 2025	Program Manager Communication and Partnerships
	• Maintain content on intranet page related to communicating Supply Nation membership and resources including a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.	December 2025	Program Manager Compliance and ICT
	• Where possible and practical, utilise Aboriginal and Torres Strait Islander catering during NAIDOC Week and National Reconciliation Week events wherever possible .	May 2025 May 2026	Program Manager Communication and Partnerships
	• Consider the opportunity for Aboriginal and Torres Strait Islander supplier involvement in locally based procurement in addition to centralised procurement .	December 2025	Program Manager Communication and Partnerships

Pillar 4: Governance

The Governance pillar at Youturn underscores our commitment to embedding accountability and transparency within our organisation’s approach to reconciliation. By establishing robust governance structures, we ensure that our reconciliation initiatives are implemented effectively and align with our strategic objectives.

This pillar supports the systematic monitoring, reporting, and evaluation of our reconciliation actions, reinforcing our dedication to continuous improvement and adherence to best practices in all interactions with Aboriginal and Torres Strait Islander communities.

Governance

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Maintain the RWG to govern RAP implementation.	November 2025	RAP Coordinator
	• Review and update Terms of Reference for the RWG.	November 2025	RAP Coordinator
	• Maintain Aboriginal and Torres Strait Islander representation on the RAP Reference Group, and formalise First Nations representation on the RAP Champions Advisory Group.	May 2025	RAP Coordinator
	• Provide an annual opportunity for RAP Reference Group members to present to Executive Committee.	October 2025 October 2026	RAP Coordinator
	• Explore opportunity for development of an External Advisory Group.	June 2025	RAP Coordinator

Governance

Action	Deliverable	Timeline	Responsibility
12. Provide appropriate support for effective implementation of RAP commitments.	• Define resource and budget needs for RAP implementation.	May 2025	RAP Coordinator
	• Engage the executive in the delivery of RAP commitments and appoint a senior leader to guide our RAP internally.	November 2025	RAP Coordinator
	• Define appropriate systems and tracking mechanism to measure and report on agreed RAP commitments.	May 2025	RAP Coordinator
	• Encourage First Nations employee participation in the RAP Advisory group network.	July 2025	Advisory Chair
13. 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 2025, 2026	RAP Coordinator
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	September 2025, 2026	RAP Coordinator
	• Complete and submit the annual RAP Impact Survey to Reconciliation Australia	By 30 September annually	RAP Coordinator
	• Report RAP progress to all staff, senior leaders and Board quarterly.	May 2025 August 2025 November 2025 February 2026 May 2026 August 2026	Program Manager Communication and Partnerships
	• Publicly report our RAP achievements, challenges and learnings, annually via the annual report.	November 2025	Program Manager Communication and Partnerships
	• Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	February 2026	RAP Coordinator

Governance

Action	Deliverable	Timeline	Responsibility
14. Embed RAP outcomes into Youturn Governance to meet legislative and contractual requirements and demonstrate best practice.	• Develop and update all relevant Youturn policies to include commitment, direction and support from the Board, Executive and Management for an ongoing and sustainable RAP process.	November 2025	Program Manager Compliance and ICT
	• Amend procedures, work instructions and other Quality Management System documents to reflect the actions and deliverables of the RAP in relevant programs and services.	November 2025	Program Manager Compliance and ICT
	• Establish avenues for evidence that Youturn promotes culturally safe and accessible services for Aboriginal and Torres Strait Islander peoples.	February 2025	Program Manager Compliance and ICT
	• Demonstrate compliance through internal and external audits and attaining relevant registrations, licences, and accreditation.	December 2025	Program Manager Compliance and ICT
15. Continue our reconciliation journey by developing our Innovate RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	July 2026	RAP Coordinator

Contact Details

Name: Toby Adams

Position: Cultural Advisor

Phone: 0436 331 866

Email: Toby.Adams@youturn.org.au

Youturn

Phone: 07 5442 4277

Email: community@youturn.org.au

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youturn.org.au

