



FIRST NATIONS STRATEGY 2024 - 2028

Racing Queensland acknowledges all Aboriginal and Torres Strait Islander People, the Traditional Custodians of the land on which we operate and conduct our business operations across Queensland. We pay our respects to Aboriginal and Torres Strait Islander peoples and to Elders, past and present.

Introduction

Racing Queensland (RQ) is the Principal Racing Authority across the three codes of racing (thoroughbred, harness and greyhound) in Queensland.

Employing approximately 130 people at our head office located at Deagon, with other satellite offices located at Albion Park and Rockhampton, RQ currently boasts one employee that identifies as Aboriginal and/or Torres Strait Islander.

RQ has a proud history of diversity across the three codes of racing, particular in the thoroughbred code. As an industry, we understand the power that racing possess to be able to unite communities through great racing, events and the love of our animals.

Our inaugural Reflect RAP guided RQ through the initial stage of our reconciliation journey where the focus was on celebrating and learning more about the world's oldest living continuing culture, building our cultural competency, establishing new relationships with Aboriginal and Torres Strait Islander communities and organisations, and developing enabling structures to ensure RQ could facilitate inclusive services to the community.



As one of the Sunshine state's largest employers, providing more than 15,500 full-time jobs and \$2.2 billion to the Queensland economy, our goal from the outset was to strengthen relationships between Aboriginal and/or Torres Strait Islander peoples and non-Aboriginal and/or Torres Strait Islander peoples for the benefit of all Australians.

With 122 racing clubs spanning our entire state, RQ remains committed on our journey to promoting reconciliation. We do this by showcasing cultural diversity, fostering inclusivity, and staying true to our goal of guiding the racing industry toward achieving better results for Aboriginal and Torres Strait Islander communities.

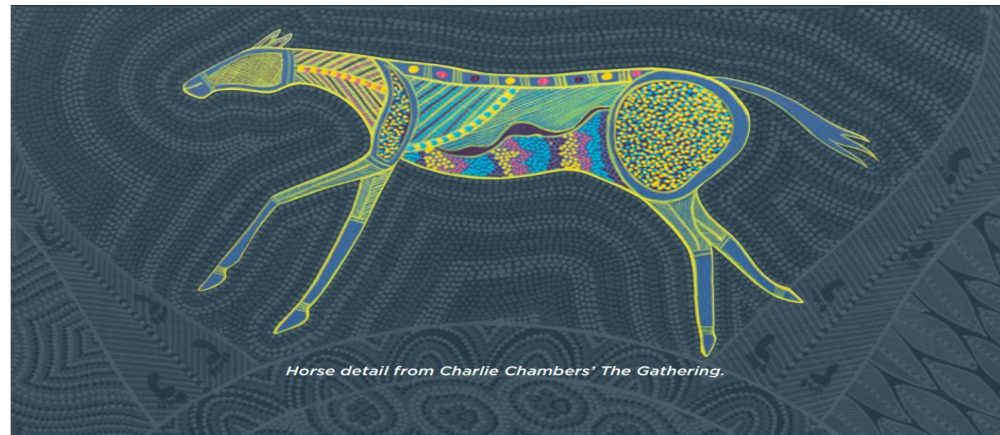


About the Artist: Charlie Chambers Jr



In 2020, RQ commissioned an Aboriginal artist, Charlie Chambers Jr, to create a bespoke piece of art that represented the connection between racing and the community to feature in all RAP collateral. Charlie Chambers Jr is an Aboriginal artist and emu egg carver from Cherbourg, which is situated north-west of Brisbane. His tribe is Jarowair from the Toowoomba, Dalby and Bunya Mountain Region.

The RAP artwork created by Charlie is called “The Gathering” and the painting is about people attending the racetrack from the bush, country towns and city communities to come together and participate in racing with friends and family, whether it is thoroughbred, harness or greyhound racing.



Horse detail from Charlie Chambers' 'The Gathering'.



First Nations Strategy 2024 - 2028

RQ's vision for reconciliation is to create a future where Aboriginal and Torres Strait Islander peoples connect with local communities through great racing events across the breadth of the Sunshine State and experience the thrill of racing as attendees, industry participants or employees.

RQ's First Nations Strategy was developed to fulfill a range of objectives that encompass:

- Cultural safety and capability;
- Excellence and equity;
- Community engagement, and
- Sense of belonging.

The strategy aligns with the organisation's vision of creating a more inclusive, diverse, and respectful environment that benefits both its employees and the broader communities it serves, with particular emphasis on Indigenous populations.

The celebration of Indigenous culture is another fundamental aspect of the strategy. By acknowledging and appreciating the cultural richness and achievements of Aboriginal and Torres Strait Islander peoples, RQ helps raise awareness and understanding not only among its employees, stakeholders but also within the broader racing industry.

The First Nations Strategy delivers a strategic roadmap for RQ. It outlines a comprehensive plan that the organisation follows to transform its workplace and industry into a space that embodies principles of inclusivity, diversity, and respect.

Through these initiatives, RQ aims to achieve several significant outcomes.

The First Nations Strategy will align with RQ's 2025 Strategic Plan and be delivered in conjunction with the organisation's timeless values:

VISION

TO BE THE #1 SPORTING INDUSTRY
IN THE SUNSHINE STATE

PURPOSE

CONNECTING QUEENSLANDERS THROUGH GREAT
RACING, EVENTS AND THE LOVE OF OUR ANIMALS

TIMELESS VALUES

- MAKING A DIFFERENCE
- VALUING TEAM ABOVE SELF
- ACHIEVING EXCELLENCE
- EARNING AND SHOWING RESPECT
- DOING WHAT WE SAY



Focus Areas



Focus Area 1: Attract, grow & retain

RQ strives to establish a workforce that is inclusive, offering support and recognition to First Nations individuals while ensuring their representation throughout the organisation. Our dedication to boosting the presence of First Nations peoples within RQ and the wider industry involves ensuring our attraction and recruitment guidelines are inclusive, crafting appealing job opportunities for Aboriginal and Torres Strait Islander participants, providing mentorship and training initiatives that facilitate professional growth, and establish clear career advancement pathways.

To assist the broader industry, RQ will ensure its RTO includes opportunities for Aboriginal and Torres Strait Islander peoples within its training strategy.

FOCUS AREA KPOs

- Deliver RQ's Aboriginal and Torres Strait Islander Employment Strategy 2022-2025;
- Retain North Queensland Cowboys NRLW player Tallisha Harden as a RAP ambassador;
- Ensure RQ's RTO strategy includes assisting and increasing employment opportunities for Aboriginal and Torres Strait Islander peoples; and
- Develop an Aboriginal and Torres Strait Islander Mentoring Program to assist new RQ employees.



Focus Area 2: Capability & culture

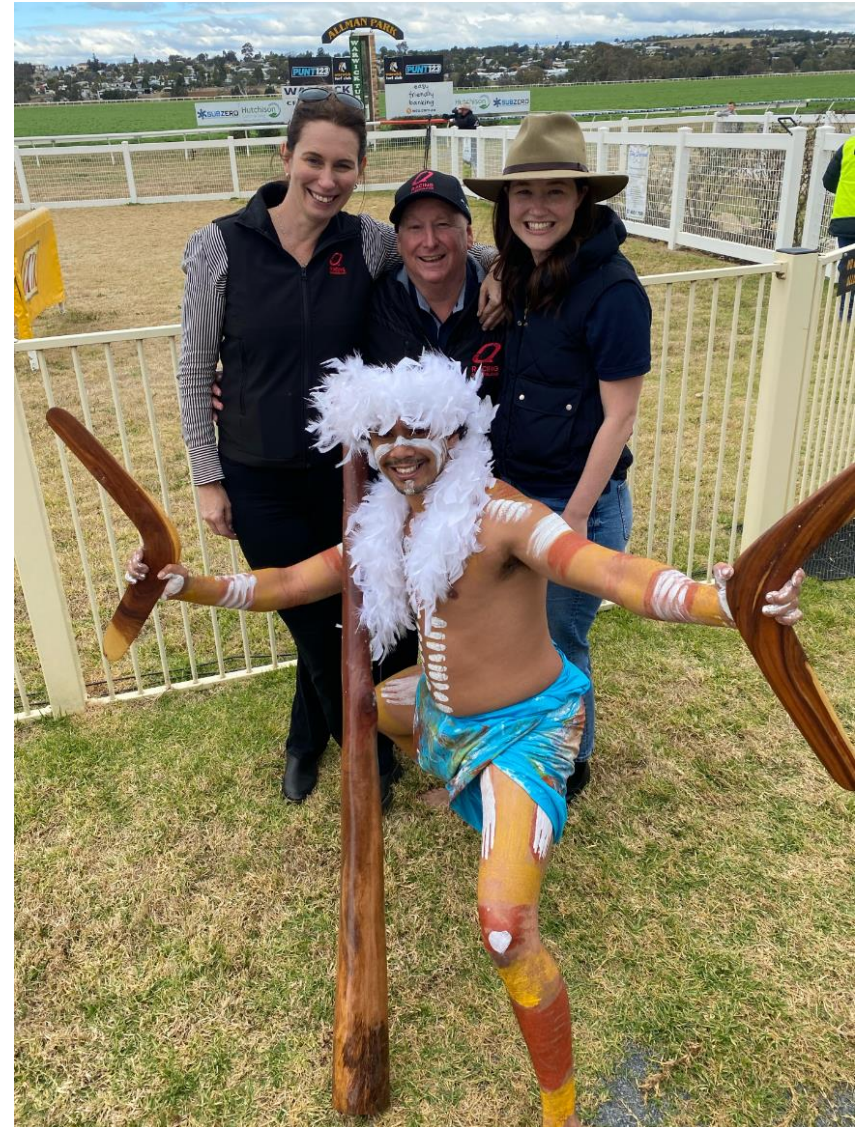
RQ aims to establish an inclusive culture for its First Nations Strategy that embraces both Indigenous and non-Indigenous employees, employing a collaborative approach.

This approach entails strengthening the organisation's capabilities by fostering educational initiatives to boost cultural sensitivity, adopting cultural protocols for engagement, and actively promoting the development of cultural proficiency among non-Indigenous employees.

RQ and Indigenous Program Lead will partner with racing clubs, to provide cultural support to engage and work with Aboriginal and Torres Strait Islander traditional owner groups, community and businesses as a statewide resource.

FOCUS AREA KPOs

- Develop RQ's Aboriginal and Torres Strait Islander Cultural Protocols Guidelines;
- Draft RQ's Cultural Learning Framework;
- Providing cultural support and education to clubs to increase capacity; and
- Providing cultural support and guidance to RQ employees and stakeholders with education to increase capacity and knowledge.



Focus Area 3: Development & sustainability

RQ prioritising the advancement and sustainability of the First Nations strategy is more than a strategic necessity—it represents our dedicated pledge to establish lasting positive transformations for Indigenous employees, nurture a supportive workplace environment, and steer the racing industry towards enhanced inclusivity and cultural reverence.

This strategy underscores a dedication to sustained, meaningful influence, steering clear of short-lived endeavors.

FOCUS AREA KPOs

- Develop RQ's Aboriginal and Torres Strait Islander Procurement guidelines to increase First Nations procurement
- Encourage industry stakeholders to adopt similar strategies and initiatives
- Collaborate with RQ employee's, racing clubs, industry bodies, and community groups to share best practices and collectively advance First Nations inclusion activities
- Contribute to the development and promotion of industry-wide training programs focused on First Nations cultural awareness and inclusivity



Focus Area 4: Engagement & wellbeing

RQ will take a comprehensive approach to enhance the engagement and well-being of First Nations peoples within the racing sector. This approach encompasses education, employment opportunities, community involvement, and the celebration of Indigenous culture.

Through the implementation of these strategies, RQ strives to foster a more inclusive and fairer environment for Indigenous individuals within the racing industry.

FOCUS AREA KPOs

- Design and deliver a family race day event to celebrate NAIDOC Week;
- RQ to have a presence at community days (NAIDOC Week, QLD Murri Carnival, job expos and school visits);
- Provide RQ employees and the wider racing industry with culturally safe support services; and
- Engage with like-minded organisations to develop partnerships to increase cross collaboration for First Nations participation in sport.



Racing Queensland Commitment



First Nations Strategy Action Plan 2024 – 2028

Key Deliverables	Focus Area	What	Details:	Status	When
Employee engagement	Engagement and wellbeing	<ul style="list-style-type: none"> Cultural awareness training Improving the employee experience 	<ul style="list-style-type: none"> Ensure RQ employees undergo cultural awareness training annually RAP Working Group members to participate in an external NRW event Weave in First Nations elements into employee value proposition to enhance RQ's employment brand Develop and launch cultural safety sessions 	Under review	
Building trust and commitment	Capacity and culture	<ul style="list-style-type: none"> Develop/review RQ guidelines that promote diversity and inclusion for Aboriginal and/or Torres Strait Islander peoples Partner with regional and rural clubs and communities to enhance local events 	<ul style="list-style-type: none"> Develop a First Nations suite of services that includes procurement guidelines, engagement guidelines, diversity and inclusion guidelines and cultural protocols Engage with clubs/stakeholders and communities on cultural protocols and engagement guidelines 	Under review	
Leading by example	Development and leadership	<ul style="list-style-type: none"> Get commitment from senior leaders and the organisation around cultural activities Identifying current and emerging leaders Engage with external industry experts 	<ul style="list-style-type: none"> Ensure senior leaders and employees participate in at least one external event to recognize and celebrate NRW Provide opportunities for RAP Working Group members, HR and other key leaders to participate in formal and structured cultural learning 	Commenced	Ongoing
Growing the industry and partnerships	Capacity and Culture	<ul style="list-style-type: none"> Engage with industry experts to identify barriers for Aboriginal and/or Torres Strait Islander people in the racing industry 	<ul style="list-style-type: none"> Identify career pathways for Aboriginal and/or Torres Strait Islander talent via RTO training pathways, traineeships, cadetships and identified positions Conduct engagement with key stakeholders (QJA/ATA, clubs, Aboriginal and/or Torres Strait Islander communities, First Nations jockeys etc. for data collection 	Commenced	Ongoing

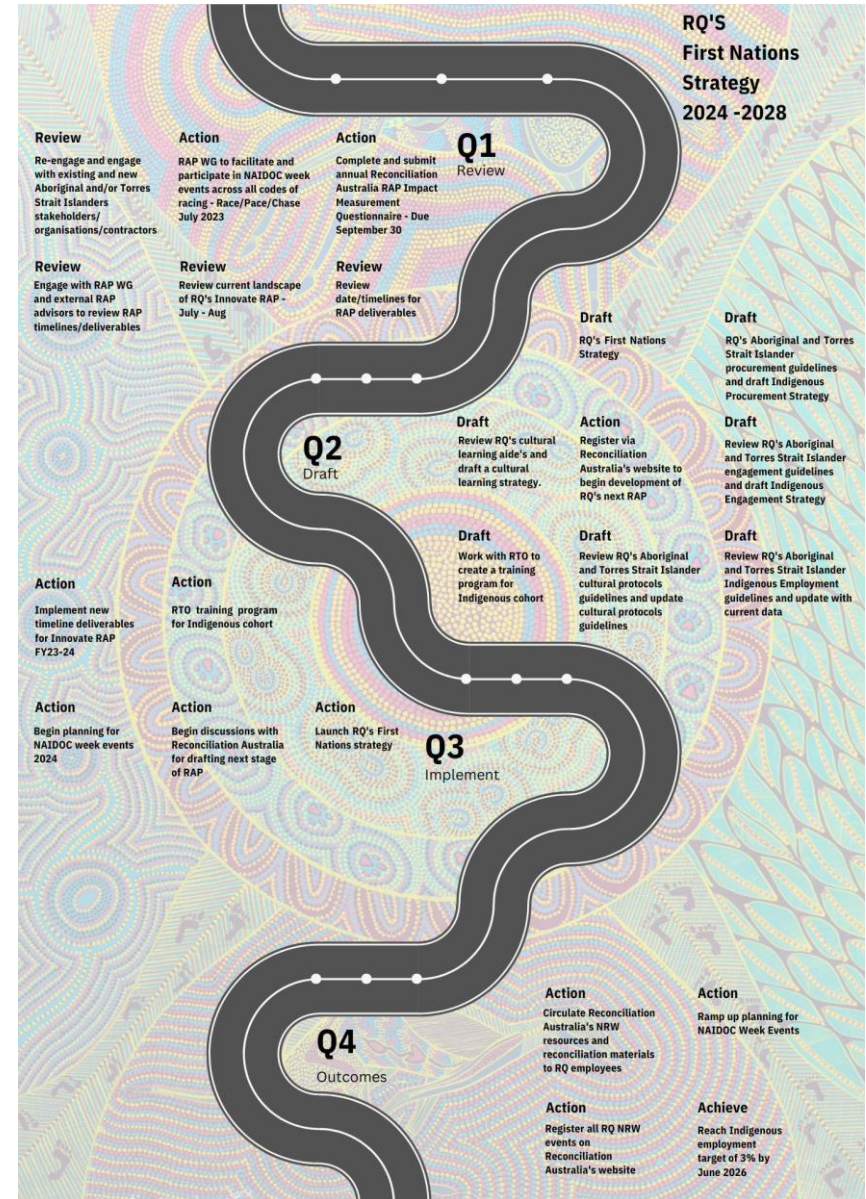
First Nations Strategy Action Plan 2024 – 2028

Key Deliverables	Focus Area	What	Details:	Status	When
Identify Aboriginal and/or Torres Strait Islanders talent	Attract, grow and retain	<ul style="list-style-type: none"> Review recruitment strategies to attract First Nations talent Mentoring program Marketing and communication materials 	<ul style="list-style-type: none"> Promote RQ as an employer of choice for Aboriginal and/or Torres Strait Islander peoples Provide mentoring for new starters with established RQ employees Tailor job vacancies with artwork that identifies with Aboriginal and/or Torres Strait Islander people Conduct a recruitment video presentation highlighting the contribution and passion that First Nations people contribute to the racing industry Reach 3% employment rate by June 2026 	Under review	Ongoing
Explore and develop opportunities to support First Nations businesses	Supporting diversity, opportunity and economic and social stability	<ul style="list-style-type: none"> Review procurement policies and develop a First Nations procurement strategy. 	<ul style="list-style-type: none"> Communicate opportunities to employees to support First Nations businesses Explore opportunities to develop commercial relationships with First Nations businesses 	Under review	Ongoing



Approach

Next steps FY24



Q1. Review

The primary objective of the review phase is to evaluate the initial progress made in implementing the First Nations Strategy. This phase is instrumental in determining whether the strategy's components and initiatives are being executed as intended and whether they are yielding the desired outcomes. It aims to identify areas of success, areas needing improvement, and any unexpected challenges that may have arisen.

The review phase culminates in a well-rounded review/report that provides a comprehensive assessment of the strategy's early implementation.

Progress analysis: An overview of the progress made in each initiative, highlighting achievements, milestones reached, and any deviations from the original plan.

Feedback and insights: Summarised feedback gathered from employees, especially Indigenous staff, shedding light on their experiences, suggestions for improvement, and overall engagement.

Challenges and roadblocks: Identification of any challenges or roadblocks encountered during the initial implementation phase, along with recommended solutions.

Recommendations: Based on the review, the report should include recommendations for adjusting the strategy, if necessary, and for reinforcing successful initiatives.

Performance Metrics: Data-backed insights into key performance metrics, showing the impact of the strategy on various aspects of the organisation, such as recruitment, retention, and cultural awareness.



Deliverables:

- Engage with existing and new Aboriginal and/or Torres Strait Islander Stakeholders, organisations and contractors
- RAP WG and external RAP advisors to review RAP timelines/deliverables
- RAP WG to facilitate and participate in NAIDOC week events in 2024
- Review current landscape of RQ's Innovate RAP
- Complete and submit annual Reconciliation Australia RAP Impact Measurement Questionnaire
- Review date/timelines for RAP deliverables



Q2. Drafting

The drafting phase in Q2 is to refine and expand upon the existing components of the First Nations Strategy. This phase aims to address any issues or challenges identified in the initial review phase, incorporate feedback and insights, and adjust the strategy to better meet our intended goals.

During this phase, various components of the strategy are reviewed, refined, and expanded upon to ensure alignment with the organisation's goals and objectives.

It also serves to ensure that the strategy remains current and adaptive in response to changing circumstances and needs.

In Q2, a revised and updated version of the First Nations strategy will include:

Revised initiatives: Detailed descriptions of any revised or expanded initiatives that make up the strategy.

Resource allocation plan: A clear plan outlining how resources will be allocated to support the initiatives, including budgetary considerations and staffing requirements.

Incorporation of feedback: Documentation of how feedback from employees and the broader racing industry has been incorporated into the strategy's design.

Updated goals and objectives: Any adjustments to the strategic goals and objectives that were identified during the drafting phase.



Deliverables

- Draft RQ Aboriginal and Torres Strait Islander Procurement Strategy;
- Review RQ's cultural learning aids and draft a cultural learning strategy;
- Work with RTO to create a training program for an Indigenous cohort;
- Review RQ's Aboriginal and Torres Strait Islander engagement guidelines and draft Indigenous engagement strategy;
- Review RQ's Aboriginal and Torres Strait Islander employment strategy and update with current data; and
- Register via Reconciliation Australia's website to begin development of next stage of RAP.



Q3. Implementation

The implementation phase in Q3 is to put the First Nations Strategy into practice. This phase involves turning the strategic plan and initiatives into concrete actions. The purpose is to bring about real and meaningful changes within RQ that support Indigenous employees, foster inclusivity, and contribute to reconciliation goals.

Implementing the strategy will involve education and collaboration sessions with Aboriginal and Torres Strait Islander communities, racing clubs and the broader racing industry.

The implementation phase results in tangible actions and progress:

Initiative execution: Detailed descriptions of the execution of each initiative, including timelines, milestones, and key performance objectives.

Resource allocation report: An account of how resources were allocated to support each initiative.

Stakeholder engagement plan: A plan for ongoing engagement with Indigenous employees and other stakeholders throughout the implementation phase.

Progress reports: Regularly generated progress reports that provide insights into the status of each initiative and the strategy.



Deliverables

- Implement new timeline deliverables for Innovate RAP FY23-24;
- Deliver RTO training program for Indigenous cohort;
- Begin planning for NAIDOC week events;
- Begin discussions with Reconciliation Australia for drafting next stage of Reconciliation Action Plan;
- Launch RQ's First Nations Strategy; and
- Develop and design a First Nations family day at the races during NAIDOC week celebrations.



Q4. Outcomes

The outcomes phase in Q4 is to assess the results achieved through the implementation of the First Nations Strategy. This phase is focused on understanding the extent to which the strategy has met its goals and objectives, identified key achievements, and recognising areas for improvement or continued success.

The outcomes phase culminates in a comprehensive report that outlines the achievements, lessons learned, and areas for improvement:

Achievement report: An overview of the achievements and successes of the strategy, highlighting key milestones reached and positive outcomes, such as increased cultural awareness and support for Indigenous employees.

Feedback analysis: A summary of feedback collected from stakeholders, providing insights into their experiences and perspectives.

Impact assessment: An evaluation of the broader impact of the strategy, with a focus on its contributions to reconciliation and inclusivity, both within RQ and in the broader racing industry and community.

Goal alignment: A review of whether the strategy's outcomes align with the initial goals and objectives set forth in the strategy.



Deliverables

- Register all RQ National Reconciliation Week events on the Reconciliation Australia website;
- Ramp up planning for NAIDOC week events;
- Reach Indigenous employment target of 3% by June 2026; and
- Circulate Reconciliation Australia's NRW resources and reconciliation materials to RQ employees.





RAP Working Group Team

The team who will be entrusted with the oversight and implementation of RQ's First Nations Strategy are:

Internal

- Bart Watson – Indigenous Program Lead
- Rebecca Lawson – Tracks Coordinator
- Jill Geiblinger – RTO Manager
- Hannah Chitty – RTO Administrator
- Melissa Jackson – People and Performance Manager
- Stephen Butler – People and Performance Advisor
- Mark Hopsick – WHS Manager
- David Rowan – Senior ICT Manager

External

- Uncle Lyall Appo – Retired Indigenous Jockey
- Uncle Charlie Chambers Jr - Artist
- Matthew Fairhurst – Advisor
- Edward Savage – Advisor
- Steven Page - Advisor