



Reconciliation Action Plan

July 2026 – December 2027



A Ministry of Mercy Partners



RECONCILIATION
ACTION PLAN

REFLECT

Contents

Acknowledgment of Country

3

Our Organisation

4

Our Reconciliation Action Plan (RAP)

5

Our Partnerships and Current Activities

6

About our RAP Artwork

7

Message from the Chair and CEO

9

Statement from CEO of Reconciliation Australia

10

Relationships

11

Respect

13

Opportunities

14

Governance

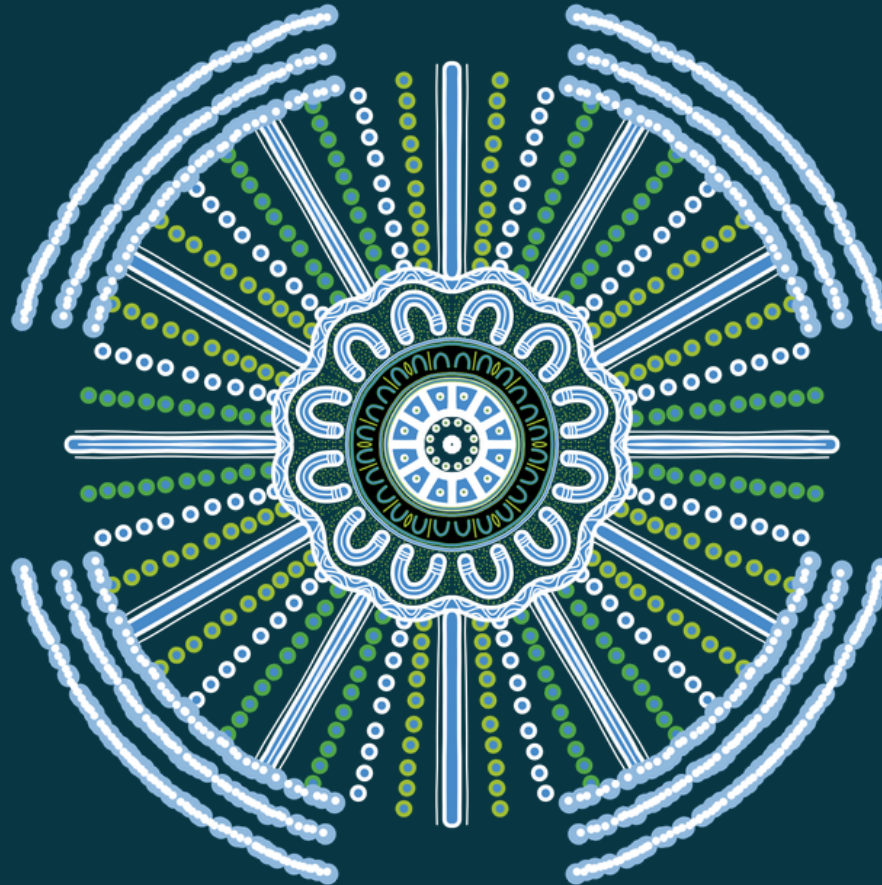
15

Contact

17

Acknowledgment of Country

We acknowledge the traditional custodians of the land on which Mercy Community operates and pay our respects to the elders past, present and emerging, for they hold the memories, the traditions, the culture and hopes of Aboriginal Australia. We acknowledge that Aboriginal and Torres Strait Islander people continue to live in spiritual and sacred relationships with this country.



Our Organisation

At the heart of Mercy Community is an unwavering commitment to the work of mercy, deeply rooted in the Catholic heritage and legacy of the Sisters of Mercy.

Our services span a broad spectrum, supporting older Australians, families and young people, and individuals living with disability.

With a network extending across urban and regional communities from South-East Queensland to Rockhampton and Townsville, Mercy Community brings hope and care to thousands of people each year. At our core, we believe every person deserves the opportunity to live a fulfilling and connected life, regardless of age, ability or circumstance.

Our key services include:

- Aged Care Services across residential care, retirement living, tailored support at home, and community-based programs for older Australians, with a strong focus on person-centred care and wellbeing.
- Family and Young People Services offering guidance, counselling and resources to strengthen family wellbeing and assist vulnerable or disadvantaged young people.
- Supported Employment designed to help people living with disability gain skills, confidence, and meaningful work, enabling them to live purposeful lives.

Mercy Community employs more than 900 staff and is actively creating culturally safe employment pathways for Aboriginal and Torres Strait Islander peoples as part of our Reconciliation Action Plan (RAP). Mercy Community currently employs 11 Aboriginal and Torres Strait Islander team members. We take great pride in continuing to support some of Queensland's most vulnerable people, helping them live with dignity, hope, and connection to community.

We are committed to protecting the privacy of people who engage with our services. Unless otherwise indicated, stock images are used for representative purposes. Where indicated, these images are of Mercy Community team members or people we support. All appropriate consents and authorisations have been obtained.

Our Reconciliation Action Plan (RAP)

Mercy Community is developing a Reflect RAP because reconciliation is deeply aligned with who we are as a Catholic organisation and with our commitment to compassion, integrity, dignity and empowerment. As an organisation founded in the spirit of the Sisters of Mercy, our work calls us to stand with people who experience structural disadvantage and social exclusion. We recognise that Aboriginal and Torres Strait Islander peoples continue to face inequitable outcomes created by historical and ongoing injustices. Our RAP provides a meaningful and accountable framework for contributing to healing, respect, and cultural safety within our organisation and the communities we serve.

An Innovate RAP was previously developed by the organisation. From this process, a Cultural Connections group was formed, focused on supporting First Nations staff and clients and driving reconciliation initiatives. This RAP process was interrupted by staff turnover and organisational restructuring, leaving some RAP initiatives incomplete. By re-engaging the reconciliation process in this Reflect RAP, our hope is to continue the learnings from our first RAP, re-engage staff in reconciliation, and commit to new and existing initiatives which grow our support and engagement of First Nations people and culture.



Our approach to implementing the RAP is grounded in relationship-building, cultural learning, genuine collaboration, and shared accountability. We are committed to working alongside Aboriginal and Torres Strait Islander colleagues, communities, Elders and partners to ensure our actions are culturally informed and responsive. A dedicated RAP Working Group (RWG), a RAP Champion (the RAP Coordinator), senior leadership oversight, and organisation-wide engagement will guide implementation. We intend to embed reconciliation principles so that they're not stand-alone initiatives but part of how we live our mission every day.

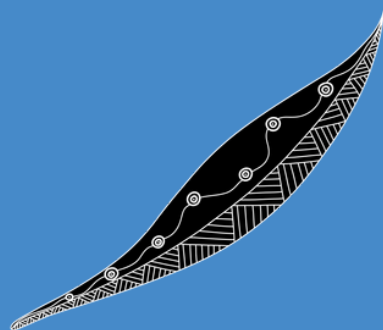
Through our early reconciliation initiatives - including cultural awareness activities, participation in National Reconciliation Week and NAIDOC Week events, the establishment of the RWG, and consultation with First Nations staff and community members - we have begun building the foundations for a more culturally safe organisation. Our RAP now provides the structure to bring this work together, strengthen our accountability, and continue walking alongside Aboriginal and Torres Strait Islander peoples in a spirit of respect and partnership.

Our Partnerships and Current Activities

Mercy Community recognises that genuine reconciliation is built through relationships grounded in respect, reciprocity and a shared commitment to justice. Over many years, we have sought to walk alongside Aboriginal and Torres Strait Islander peoples in ways that honour culture, listen deeply to lived experience, and strengthen the wellbeing of families and communities. This commitment is expressed through our partnerships, our service practices, and our internal efforts to build cultural understanding across our organisation.

Across our service streams, particularly within Families and Young People, Mercy Community works closely with local Aboriginal Community Controlled Organisations (ACCOs). These partnerships are essential to ensuring culturally responsive and community-led support for the children, young people and families we accompany. We value the wisdom and expertise that ACCOs bring, and our collaboration reflects our commitment to self-determination and to amplifying the voices of First Nations peoples in decisions that affect their communities.

Within Mercy Community, we continue to build a culturally safe and informed workforce. An internal reconciliation webpage provides staff with practical resources, updates, and opportunities for involvement in reconciliation initiatives. Our external reconciliation web page serves as a public statement of our ongoing commitments and helps share our learning journey with the wider community. In addition, our Cultural Awareness training module is available to all staff and is an important foundation for developing understanding, respect and confidence in working with Aboriginal and Torres Strait Islander peoples. These initiatives support a culture of continuous learning and reflect our desire to embody the Mercy values (compassion, integrity, dignity and empowerment) in our daily work.



About our RAP artwork

Ngulli Mobo, created by First Nations artist Waylene Currie from WRLC Arts. Waylene has developed a beautiful artwork and story that reflects connection, community and our values. The artwork will become an important visual expression of Mercy Community's reconciliation journey. Waylene has provided an explanation of the artwork and how it relates to our values on the following page.

Our Values



Compassion



Integrity



Dignity



Empowerment



Ngulli Mobo

Our Tomorrow

Mercy Community provides services across many communities. The artwork represents the many different Country types. From ancestral lands and diverse landscapes to rivers and seas, reflecting the rich diversity of the places where communities live and connect.

Empowerment: Mercy Community provides value by striving to empower our clients and families, and build stronger communities.

Dignity: Mercy Community works alongside families and communities to provide them with the dignity they deserve, through the services we provide.

Mercy Community acknowledges the history of the lands in which we work and live upon. The Traditional Custodians of this country have been here for thousands of years holding responsibility to these lands and each other.



Traditional Custodians: those who have been here for many years caretaking for this country in which we share, and holding the responsibility to their cultural lore and systems that have guided them from long before.

Compassion: is carried out through every service we provide to our community. We carry an open mind and an open heart to vulnerable people in our community.

Integrity: is essential in everything we do. We deliver our services to clients and residents with the highest integrity, ensuring the best possible outcomes for all.

Our community and clients are at the heart of our work. The centrepiece represents our communities, our values and our mission as a whole.

Memory: this sacred country holds important ancestral history. At Mercy Community we acknowledge the history of this country in everything we do.

Ngulli Mobo tells a story about the history of the country in which we live and work, of the Traditional Custodians and their caretaking roles over the years. It tells the story of Mercy Community and all the values we carry out in our service delivery and belief systems. It speaks of the importance of our communities and families and service for a better tomorrow, to carry compassion, integrity, dignity and empowerment in everything we do. Guided by love in our hearts and wisdom in our minds, we bring forth holistic support for the community in the same way the sisters have guided us. Mercy Community prides itself on being inclusive to diversity, by walking together for a better tomorrow, Our Tomorrow.

Message from the Chair and Chief Executive Officer

At Mercy Community, our values of empowerment, compassion, dignity and integrity guide everything we do. They shape how we support people, build relationships and contribute to stronger, more inclusive communities. We acknowledge Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of this land and honour their enduring connection to Country, culture and community. We recognise the ongoing impacts of colonisation and the injustices that continue to affect First Nations peoples today.

The launch of our Reflect Reconciliation Action Plan marks an important milestone in Mercy Community's reconciliation journey. It reflects our commitment to listening, learning and taking meaningful action to strengthen relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations. As an organisation that walks alongside people who may experience disadvantage and exclusion, we understand the importance of creating culturally safe environments where Aboriginal and Torres Strait Islander peoples feel respected, valued and empowered. Through this RAP, we are committed to building cultural understanding, fostering meaningful partnerships and embedding reconciliation into the way we work every day.

Our Cultural Connections Group plays an important role in guiding this work, helping to strengthen cultural awareness, build relationships and create opportunities for reconciliation across the organisation. While this RAP provides a framework for accountability and action, reconciliation is an ongoing journey that requires humility, respect and collective effort. We all have a role to play in contributing to a more just, equitable and reconciled Australia.

We are proud to support Mercy Community's Reflect RAP and look forward to continuing this journey alongside Aboriginal and Torres Strait Islander peoples, guided by respect, understanding and a shared commitment to a better future.

Rowena McNally

Chair of the Board

Leonie Fowke

Chief Executive Officer

Mercy Community

Statement from CEO of Reconciliation Australia

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

Mercy Community Services 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 over 5.5 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 Mercy Community Services 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 Mercy Community Services, 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

Relationships

Action	Deliverable	Timeline	Responsibility
1.Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.Continue to identify new RAP organisations in the RAP network that we can approach to collaborate with on our reconciliation journey.	March 2027	Mission Officer
	2.Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	August 2026	Mission Officer
	3.Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	August 2026	Mission Officer
2.Build relationships through celebrating National Reconciliation Week (NRW).	1.Circulate Reconciliation Australia's NRW resources and reconciliation materials to our team members.	May 2027	Head of Marketing and Communication
	2.RWG to participate in internal and external NRW events.	27 May- 3 June 2027	Mission Officer
	3.Encourage and support team members and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2026 & 2027	Mission Officer

Relationships cont.

Action	Deliverable	Timeline	Responsibility
3.Promote reconciliation through our sphere of influence.	1.Communicate our commitment to reconciliation to all staff.	July 2026	CEO
	2.Identify external stakeholders that our organisation can engage with on our reconciliation journey.	August 2026	Mission Officer
	3.Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	August 2026	Mission Officer
	4.Regularly update the internal reconciliation webpage with practical resources and opportunities.	Quarterly, June, September, December 2026 & 2027	Head of Marketing and Communication
4.Promote positive race relations through anti-discrimination strategies.	1.Research best practice and policies in areas of race relations and anti-discrimination.	February 2027	Mission Officer
	2.Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	April 2027	Chief People Officer

Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	1. Develop a formal cultural learning strategy for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	October 2026	Organisational Development and Capability Consultant
	2. Continue to monitor and review participation in cultural learning.	November 2026 & 2027	Organisational Development and Capability Consultant
	3. Provide opportunities for RWG Members, People and Culture Managers and other key leadership Mercy Community people to participate in informal and formal cultural learning - preferencing opportunities for local First Nations leaders to provide learning.	Ongoing (review January 2027)	Mission Officer
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	1. Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	November 2026	Mission Officer
	2. Increase team members' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	November 2026	Head of Marketing and Communication
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	1. Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2027	Head of Marketing and Communication
	2. Introduce our staff to NAIDOC Week by promoting internal and external events in our local areas.	June 2027	Head of Marketing and Communication
	3. RWG to participate in an external NAIDOC Week event.	First week in July 2026 and 2027	Mission Officer

Opportunities

Action	Deliverable	Timeline	Responsibility
8.Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	1. Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	December 2026	Chief People Officer
	2. Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2026	Chief People Officer
9.Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	1. Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	January 2027	Mission Officer
	2. Investigate Supply Nation membership.	January 2027	Mission Officer
10.Increase Aboriginal and Torres Strait Islander leadership opportunities within Mercy Community	1. Appoint an Aboriginal and/or Torres Strait Islander person to Mercy Community Board.	January 2027	Chair of the Board
	2. Explore leadership opportunities for First Nations staff to have the opportunity to apply for Manager or leadership roles internally.	January 2027	Chief People Officer

Governance

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	1. Maintain a RWG to govern RAP implementation.	Ongoing (review October 2027)	Mission Officer
	2. Review and update Terms of Reference for the RWG.	October 2027	Mission Officer
	3. Maintain and strengthen Aboriginal and Torres Strait Islander representation on the RWG.	October 2027	Mission Officer
	4. Meet monthly to drive and monitor RAP implementation.	Monthly, 2026 & 2027	Mission Officer
12. Provide appropriate support for effective implementation of RAP commitments.	1. Define resource needs for RAP implementation.	July 2026	Mission Officer
	2. Continue to engage senior leaders in the delivery of RAP commitments.	November 2027	Mission Officer
	3. Maintain a senior leader to champion our RAP internally.	November 2027	CEO
	4. Define appropriate systems and capability to track, measure and report on RAP commitments.	July 2026	Mission Officer
	5. Appoint an identified position to provide leadership and support for First Nations Mercy Community staff, and for the implementation of RAP deliverables.	July 2026	Chief Operating Officer

Governance cont.

Action	Deliverable	Timeline	Responsibility
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	1. 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	Mission Officer
	2. Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Mission Officer
	3. Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Mission Officer
	4. Update the external reconciliation webpage to help share our learning journey with the wider community.	Biannually, July and December 2026 & 2027	Head of Marketing and Communication
14. Continue our reconciliation journey by developing our next RAP.	1. Register via Reconciliation Australia's website to begin developing our next RAP.	September 2027	Mission Officer

General Contact

📍 Mercy Community
131 Queens Road
Nudgee, 4014, QLD

☎ 07 3866 4160

🌐 mercycommunity.org.au

RAP Enquiries

Adam Burns, RAP Coordinator

☎ 0451 870 038

✉ adam.burns@mercycommunity.org.au

Follow us



