



# Reconciliation Action Plan 2016-2020

(This version is a revision of 2016 – 2018 Plan)



BUILDING INDEPENDENCE & PARTICIPATION





BUILDING INDEPENDENCE & PARTICIPATION

## Contents

Acknowledgements .....	1
Our vision for reconciliation .....	1
Our business .....	1
Our staff .....	3
Our location .....	3
Our Reconciliation Action Plan .....	4
Relationships .....	6
Respect .....	7
Opportunities .....	8
Tracking progress .....	9

## Our vision for reconciliation

**“YFS respectfully acknowledges Aboriginal and Torres Strait Islander peoples as Australia’s First Peoples and the Traditional Owners/Custodians of the land on which we meet and work. We recognise the important role they have within community and country. We pay our respects to the Elders of this land, past and present.”**

In December 2018; YFS was scheduled to complete its second RAP (Innovate). Although a number of the outcomes in the RAP were achieved; there were still gaps in our workforce and partnership strategies and outcomes. Through consultation with Reconciliation Australia; it was agreed to extend our 2016 – 2018 Innovate RAP for another two years.

YFS appreciates the continuing leadership provided by the RAP Working Group in guiding the development of this RAP. The goal of Reconciliation Australia is building relationships for change between First Australians and other Australians. YFS embraces the opportunity to continue progressing this goal across Logan City and other geographic locations in which it works.

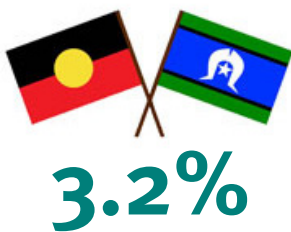
### Our vision for reconciliation:

YFS’ vision for reconciliation with Aboriginal and Torres Strait Islander peoples is to develop and provide services based on respect and understanding. YFS acknowledges the past and works to build independence, participation and closing the unacceptable gap between Aboriginal and Torres Strait Islander and other Australian’s health and wellbeing.

### Our business:

YFS (formerly known as Youth and Family Service) is a not-for-profit organisation that delivers a range of services to the people across Logan, Beaudesert and Scenic Rim, parts of Redland Bay and surrounds. YFS backs vulnerable people to overcome adversity and to thrive.

YFS service areas include: children; young people; family and relationships; disability; domestic and family violence; housing; legal; information, referral and assessment; mental health; money and home energy and social enterprises that generate employment and training.



The 2016 census found **3.2%** of Logan City’s residents identify as Aboriginal and Torres Strait Islander people.



Logan City is one of the most culturally diverse populations in Queensland with around **217** different nationalities, ethnicities and cultural groups.



In 2017-18, YFS provided services to **669** Aboriginal and Torres Strait Islander clients (13% of the total YFS client numbers –5,318).







## Our vision for reconciliation

### Our staff:

YFS has a skilled, committed staff team of 150 people. Currently there are fourteen full time, one part time and one casual Aboriginal and Torres Strait Islander staff and this concurs with 10% of the overall staff group.

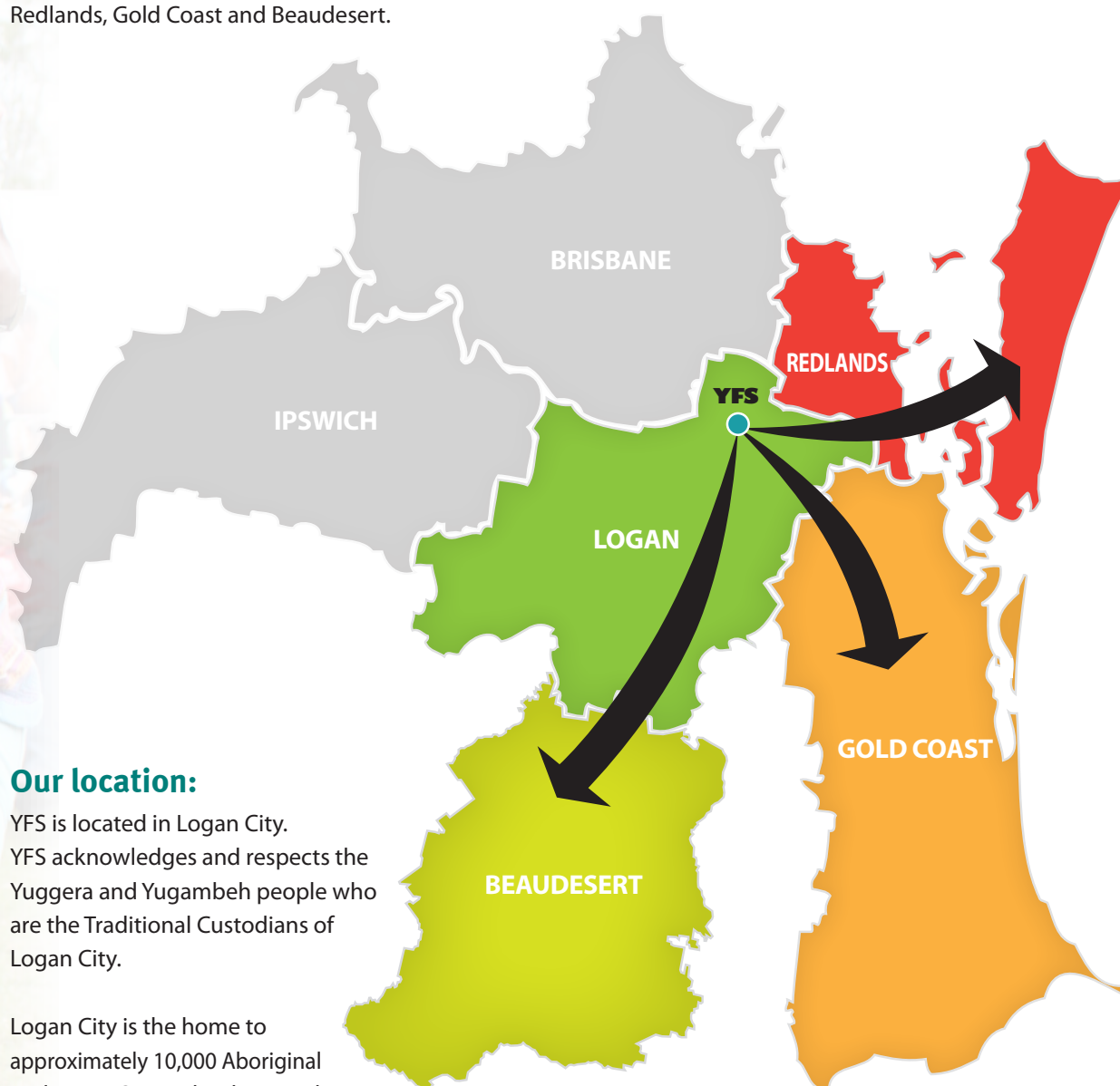
The geographic reach of YFS is predominantly the Logan region with recent expansion including Redlands, Gold Coast and Beaudesert.

### Our location:

YFS is located in Logan City.  
YFS acknowledges and respects the Yuggera and Yugambeh people who are the Traditional Custodians of Logan City.

Logan City is the home to approximately 10,000 Aboriginal and Torres Strait Islander peoples from a number of locations.

Recently YFS has commenced working in Redlands and Beaudesert. YFS also acknowledges and respects Traditional Owners of these regions: the Quandamooka people of Moreton Bay and the Mununjali people in Beaudesert.





## Our Reconciliation Action Plan

**This RAP follows on from our 2012-2014 RAP and continues to reflect YFS' commitment to reconciliation and closing the unacceptable gap between Aboriginal and Torres Strait Islander and other Australian's health and wellbeing. YFS operates from a strong social justice framework and we actively support the rights of Aboriginal and Torres Strait Islander peoples, communities and organisations to self-determination and self-management. This RAP will compliments YFS work.**

**This plan aligns with our strategic plan to guide our reconciliation work over the next two years.**

### **The plan sets out how we will continue to advance reconciliation through:**

- Developing respectful partnerships with Aboriginal and Torres Strait Islander clients, communities and organisations
- Gaining a deeper understanding about Australian history and its First Peoples and the impacts of the past into the lives of today
- Recognising and striving for rights for Aboriginal and Torres Strait Islander communities and organisations to determine their own futures

### **We will address the needs of Aboriginal and Torres Strait Islander clients through:**

- Accessible, proactive, culturally competent services
- An inclusive workplace that takes affirmative action to provide real opportunities for employment, development and promotion
- Support and advocacy with Aboriginal and Torres Strait Islander communities and organisations

The YFS Reconciliation Action Plan is championed by the CEO and the Board, and every staff member is responsible for participating actively in its implementation. – The CEO is Cath Bartolo. Aunty Heather Castledine is a YFS Board Director and is also co-chair of Reconciliation Queensland.

The INNOVATE RAP was developed by the Reconciliation Working Group (RWG), which is made up of seven YFS staff, four of whom are Aboriginal and Torres Strait Islander; YFS staff; the Executive Management and Leadership Team; the YFS Board and the Logan District Elders Corporation for Elders. YFS engaged an Aboriginal consultant to assist the RAP Working Group in a process that involved a staff survey presented at a YFS all staff meeting. The survey provided a progress report about the first RAP and valuable feedback about its strengths and weaknesses. These results led to facilitated sessions with the the RAP Working Group to draft the new RAP. The Aboriginal and Torres Strait Islander staff on the RAP Working Group are also key members within the local community.

The RAP will be reviewed and monitored by the management team: quarterly and annually. Elements of this RAP will also be embedded in our Performance Agreements and organisation Operational Plan. In December 2018, through consultation with Reconciliation Australia and under the guidance of our internal Aboriginal and Torres Strait Islander, consultant – Kerry Charlton; it was agreed to revise our RAP and extend for another 2 years. This decision provides us with time to consolidate our Innovate outcomes.



## Achievements and learnings from our first YFS RAP 2012-2014:

Significant milestones were achieved and key learnings from our first RAP have laid a positive foundation. The efforts of the RAP Working Group has sharpened staff awareness about the cultures and histories of First Australians and within other staff have gained better awareness and understanding to engage more confidently with Aboriginal and Torres Strait Islander peoples.

YFS conducted a survey in late 2014 to measure staff's knowledge and engagement with the 2012-2014 RAP. The findings of the survey highlighted staff views about YFS and its engagement levels with Aboriginal and Torres Strait Islander peoples; levels of knowledge about the YFS RAP and Reconciliation Australia in general. It identified that YFS needed to improve its staff Induction processes to familiarise new staff with the RAP; a structured approach to how the RAP was championed and owned throughout the organisation and a communication strategy as to how RAP achievements were shared with everyone. The following processes have now be introduced into YFS practice:

- All new staff receive a pocket size card outlining the principles of the RAP as well as overview of the RAP at organisational induction
- All teams cover a topic related to the RAP at their monthly service development meetings. A member of the RAP Working Group provides guidance about the topic
- Achievements and progress about the RAP targets are reported in the YFS Scoop (internal newsletter) that is published monthly
- A RAP report is presented quarterly at the YFS staff meeting

These improvement recommendations and changes build on our work with First Australians clients, communities and key stakeholders and will support and challenge YFS to commit to being an inclusive, welcoming and supportive service for Aboriginal and Torres Strait Islander peoples. While all of our services work with Aboriginal and Torres Strait Islander peoples the YFS Burrabilly program, that sits within our Step by Step (Family Support) program, is especially tailored for Aboriginal and Torres Strait Islander peoples' needs.

We work closely with partner organisations, including Aboriginal and Torres Strait Islander organisations, groups and communities to best advocate for and support First Australian Peoples in our catchment area. YFS has worked closely with the Logan District Elders (LDE) with a representative on the YFS Board and are proud of developing an MOU with LDE which includes a series of community wellbeing workshops ran out of YFS allocated space. Another partnership with Aboriginal and Torres Strait Islander group is being developed and moving into a MOU relationship by early 2016. YFS has also secured funding that broadens opportunities and partnership MOU with a Beaudesert Aboriginal organisation, Mununjali Housing.

YFS initiates ways to broaden reconciliation within its relationships with key stakeholders across Logan City. This is done through membership of the Logan City of Choice Leadership Group, Logan Together Cross Leadership Table and Domestic and Family Violence community partnerships. YFS also attends numerous community reconciliation building events such as the Qld Churches Together CTIPP Service of Reconciliation and the Songs of Peace concert. YFS is proud of a long lasting and strong mutual relationship with Reconciliation Queensland whose co-Chair sits on YFS Board.

In 2016, membership of the YFS RAP Working Group includes: a Money Smart Worker; two Youth Participation Case Managers; a Disability Support Worker, a Senior Worker Client Services; a Case Worker; a Family Support Case Manager; Program Manager and the Chief Executive Officer.

- Five staff members from Aboriginal and Torres Strait Islander backgrounds
- Four staff members from broader Australian community

Aunty Heather Castledine (YFS Board, Logan Elders and Reconciliation Queensland) and Kerry Charlton (Koenpal, Undanbi, Yuggera gaja goorie) provide consultancy and guidance to the YFS RAP Working Group.

## Relationships

**Talking together and learning from each other helps us build better understanding and empathy that are foundational to respectful mutual relationships. This assists us all to engage better and be inclusive in our planning and practice.**

**Focus area: YFS offer flexible, individualised services that are proven to support clients to achieve independence and participation**

	Action	Responsibility	Timeline	Target
1.1	Continue the RAP Working Group (RWG) to actively monitor, support the development and implementation of the actions, tracking of progress and reporting.	CEO, RWG  CEO  CEO, RWG	June 2016 January 2017, 2018, 2019, 2020  December 2016, 2017, 2018  December 2016, 2017, 2018, 2019, 2020	<ul style="list-style-type: none"> <li>▪ RWG oversees implementation of RAP.</li> <li>▪ Develop an annual RWG Terms of Reference including roster of tasks regarding YFS meeting topics, update reports to all staff via YFS SCOOP, intranet, Service Development Meetings.</li> <li>▪ Ensure RAP Working Group comprises of Aboriginal and Torres Strait Islander peoples and wider representation of staff.</li> <li>▪ RWG to meet every at least 6 times per year.</li> <li>▪ Ensure YFS RAP is a standard agenda item at all team meetings and YFS Quarterly Staff Meeting.</li> </ul>
1.2	Ensure all YFS are provided with the opportunity to celebrate and participate in National Reconciliation Week (NRW) and other significant days/events that promote stronger relationships between Aboriginal and Torres Strait Islander peoples and other Australians.	CEO, RWG	27 May – 3 June 2016, 2017, 2018, 2019, 2020	<ul style="list-style-type: none"> <li>▪ Organise at least one internal event for NRW each year.</li> <li>▪ Ensure YFS RAP Working Group/staff participates in an external event to recognise and celebrate NRW.</li> <li>▪ Register YFS NRW event via RA's NRW website.</li> <li>▪ Promote and report events through YFS media, social media, SCOOP (Staff News Bulletin).</li> <li>▪ Include an encouraging message from the CEO and or RWG on YFS social media and staff email.</li> </ul>
1.3	Continue to facilitate building stronger relationships and partnerships with Aboriginal and Torres Strait Islander peoples, community Elders, leaders and residents in the Logan area.	CEO, RWG	Plan annually	<ul style="list-style-type: none"> <li>▪ Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders.</li> <li>▪ Meet with and develop a plan to work with Aboriginal and Torres Strait Islander peoples, community Elders, leaders and residents in Logan and guiding principles for future engagement.</li> <li>▪ Renew MOU with Logan District Elders (LDE) and develop a new MOU with Mununjali housing organisation in Beaudesert.</li> <li>▪ Host RAP community yarning circles to promote reconciliation, 'Closing the Gap' and other initiatives.</li> <li>▪ Continue to promote events and working in partnership with Reconciliation Qld Inc. and local events eg Songs of Peace, QCT Reconciliation Service.</li> </ul>
1.4	Raise internal and external awareness of our RAP to promote reconciliation across our business and sector.	CEO, RWG	2016, 2017, 2018, 2019, 2020	<ul style="list-style-type: none"> <li>▪ Implement and review a strategy to communicate our RAP to all internal and external stakeholders.</li> <li>▪ Promote reconciliation through ongoing active engagement with all stakeholders.</li> </ul>



## Respect

**YFS regards the knowledge, cultures, and histories as important to building understanding and capacity to institute structures for genuine engagement based in respect and mutual understanding into the future.**

**Focus area:** Engage all staff in cultural awareness training to facilitate **engaging respectfully**

	Action	Responsibility	Timeline	Target
2.1	Continue to engage and increase employees understanding about the significance of Acknowledgement of Country and Welcome to Country and other cultural protocols to ensure that there is shared meaning.	Corporate Manager, CEO  All Line Managers All staff	June 2016  July 2016  July 2016 - ongoing	<ul style="list-style-type: none"> <li>Develop, implement and communicate a cultural protocols document for YFS.</li> <li>Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.</li> <li>Create and display Acknowledgement of Country plaques at YFS in reception areas and large meeting room.</li> <li>Ensure all YFS staff are aware and include an Acknowledgement of Country at staff meetings and internal and external events.</li> <li>Ensure a Welcome to Country by a local Traditional Owner is included at YFS community events and important meetings.</li> </ul>
2.2	Engage employees in cultural learning to increase understanding and appreciation of Aboriginal and Torres Strait Islander peoples histories, cultures and achievements.	All Line Managers HR Administrator	Ongoing January 2017, 2018, 2019, 2020	<ul style="list-style-type: none"> <li>Develop and implement a cultural awareness training strategy for our staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion).</li> <li>Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training.</li> <li>Provide opportunities for RWG members, RAP champions, HR managers and other key leadership staff to participate in cultural training.</li> <li>Ensure YFS Induction Procedures and Manual includes the current RAP for new staff to read and become familiar with.</li> <li>Ensure introduction and discussion about the YFS RAP is part of staff Induction for new employees.</li> <li>Review and update annual Professional Development Plans to include Cultural Awareness/cultural competency training for all YFS staff.</li> </ul>
2.3	Develop a strategy, to seek and value input from Aboriginal and Torres Strait Islander client, Elders and community leaders to design and improve our services and our cultural competence.		June 2016 August 2016, 2019, 2020	<ul style="list-style-type: none"> <li>Consult with Aboriginal and Torres Strait Islander staff and communities.</li> <li>Host an annual YFS consultative forum with Aboriginal and Torres Strait Islander peoples to inform YFS planning and service delivery.</li> </ul>
2.4	Celebrate NAIDOC week and provide the opportunity for Aboriginal and Torres Strait Islander employees to engage with culture and community through NAIDOC Week events.	HR Administrator Line Managers	July 2016, 2017, 2018, 2019, 2020	<ul style="list-style-type: none"> <li>Support Local Elders in the organisation of NAIDOC week events.</li> <li>Ensure HR policies include cultural leave for Aboriginal and Torres Strait Islander staff to attend NAIDOC events (local and/or regional).</li> <li>Provide opportunities for Aboriginal and Torres Strait Islander employees to participate in local NAIDOC Week events.</li> </ul>

## Opportunities

**YFS is committed to closing the health and wellbeing gap for Aboriginal and Torres Strait Islander peoples. Removing barriers to opportunities for Aboriginal and Torres Strait Islander peoples to participate in YFS work and access to our services will improve our practices and the outcomes for Australia's First peoples and communities in our area.**

**Focus area: Provide a pathway for opportunities that support achieving independence and long-term work force participation**

	Action	Responsibility	Timeline	Target
3.1	Investigate opportunities within YFS to increase Aboriginal and Torres Strait Islander employment and retention opportunities.	HR Administrator  All Management Team Members CEO, HR Administrator  RWG  HR Administrator	July 2016 - ongoing  July 2016, 2017, 2018, 2019, 2020  June 2019  June 2019	<ul style="list-style-type: none"> <li>Retain base line data for Aboriginal and Torres Strait Islander employees at current 7%.</li> <li>Finalise and implement the YFS Aboriginal and Torres Strait Islander Employment and retention Strategy.</li> <li>Develop and implement a more proactive approach to advertising/ promoting job vacancies to increase recruitment of Aboriginal and Torres Strait Islander staff including via networks and advertising on Aboriginal and Torres Strait Islander media.</li> <li>Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development.</li> <li>Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities.</li> <li>Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.</li> </ul>
3.2	Investigate opportunities to increase supplier diversity within our organisation.	Corporate Manager	February 2019 and annual review	<ul style="list-style-type: none"> <li>Review procurement policies and procedures to identify barriers to Aboriginal and Torres Strait Islander businesses to supply YFS with goods and services.</li> <li>Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.</li> <li>Develop and expand register of Aboriginal and Torres Strait Islander businesses who serviced YFS annually.</li> <li>Develop at least one more commercial relationship with an Aboriginal and/or Torres Strait Islander owned business.</li> <li>Investigate membership with Supply Nation.</li> </ul>
3.3	Advocate and partner with and support Aboriginal and Torres Strait Islander peoples, communities and organisations to improve the service system to adequately meet Aboriginal and Torres Strait Islander people's needs.	Management Team  CEO	Annual December 2019, 2020  September 2016	<ul style="list-style-type: none"> <li>Minimum one advocacy / partnerships initiatives per year.</li> <li>Review YFS expansion into the Redlands area and meet with local Aboriginal and Torres Strait Islander groups to identify what partnerships can be developed.</li> </ul>
3.4	Explore governance options to support partnerships with Aboriginal and Torres Strait Islander organisations.	CEO Board of Management	June 2016 - annually	<ul style="list-style-type: none"> <li>Investigate the opportunity to review YFS governance to allow for more and stronger partnerships with Aboriginal and Torres Strait Islander peoples that provide opportunities for scholarships and work experience with YFS.</li> </ul>

## Tracking progress and reporting

	Action	Responsibility	Timeline	Target
4.1	Monitor and report on RAP progress, achievements, challenges and learnings internally.	RWG, CEO, Corporate Management Team	At least every 2 months – 2019, 2020	<ul style="list-style-type: none"> <li>Develop and implement an internal RAP reporting information and publicly promote ALL RAP activities each year.</li> <li>RAP News to be a regular feature in the YFS Scoop Ensure YFS RAP is a standard agenda item at all team meetings and YFS Quarterly Staff Meeting.</li> </ul>
4.2	Report achievements, challenges and learnings to Reconciliation Australia for inclusion in the RAP Impact Measurement Report.	CEO, RWG, Board	September 30 2016, 2017, 2018, 2019, 2020 Biennial	<ul style="list-style-type: none"> <li>Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.</li> <li>Investigate participating in the RAP Barometer.</li> </ul>
4.3	Review, update and refresh YFS RAP.	RWG	February 2019, 2020  September 2020	<ul style="list-style-type: none"> <li>Review, update and refresh the YFS RAP based on learnings, achievements and challenges from previous RAP and forward to Reconciliation Australia for review and endorsement.</li> <li>Send draft RAP to Reconciliation Australia for formal feedback and endorsement.</li> </ul>



### CONTACT DETAILS

Cath Bartolo, CEO

Email: [yfs@yfs.org.au](mailto:yfs@yfs.org.au) / CEO Email: [cathb@yfs.org.au](mailto:cathb@yfs.org.au)

Web: [www.yfs.org.au](http://www.yfs.org.au)

Street Address: 372-376 Kingston Road, Slacks Creek QLD 4127

Postal Address: PO Box 727, Woodridge QLD 4114





## BUILDING INDEPENDENCE & PARTICIPATION

P: 3826 1500 | F: 3808 9416 | E: [yfs@yfs.org.au](mailto:yfs@yfs.org.au) | W: [www.yfs.org.au](http://www.yfs.org.au)  
376 Kingston Road, Slacks Creek | PO Box 727 Woodridge 4114  
Monday-Friday 8.30am - 5.00pm | Feedback Line: 3826 1596

[yfslogan](#)

YFS is funded by the Australian Government and the Queensland Government.

YFS acknowledges Aboriginal and Torres Strait Islander people are Australia's First Peoples and the traditional owners and custodians of the land on which we meet and work.

Copyright © 2019 YFS Ltd | ABN 58 239 250 649 | ACN 167 122 527 | AS/NZS ISO 9001/14001

