

Youth Off The Streets

Innovate Reconciliation Action Plan for the Year 2014-16

Our vision for reconciliation

Youth Off The Streets vision for reconciliation is to:

Support the needs and aspirations of Aboriginal and Torres Strait Islander peoples by listening, learning and sharing our stories, respecting cultural diversity, and building opportunities to ensure that every individual contributes to creating a better future.

Our business

Youth Off The Streets is a NSW based non-denominational community organisation employing 211 full, part time and casual staff. We have 21 staff who identify as being Aboriginal and/or Torres Strait Islander and an organisational commitment to actively recruit and retain Aboriginal and Torres Strait Islander employees and trainees. All our staff work to support young people who are homeless, drug dependent and recovering from abuse, as they work to turn their lives around. It is our goal that these young people will leave our care drug free, with a high school education, living skills and a full or part time job in hand. We have services and programs in the following regions: Wollongong, South West and Western Sydney; Griffith, Narrandera and Bourke, South Eastern Sydney, Southern Highlands and Sydney metropolitan areas. We currently have several funded outreach programs in Tasmania and Logan, QLD. We have one national program that provides 2 year scholarships, mentoring and support to disadvantaged young people to help them achieve their study and employment goals.

YOTS Vision

Youth Off The Streets' vision is that we are well planned and balanced to meet the needs of all our stakeholders and in doing so we are focused on outcomes, community and sustainability.

YOTS Mission

Youth Off The Streets is helping disconnected young people discover greatness within, by engaging, supporting and providing opportunities to encourage and facilitate positive life choices.

YOTS Values

Youth Off The Streets staff share a common set of values that provide a framework for everything they do. These values are;
Passion, Respect, Integrity, Dedication, Engagement

Our Innovate RAP

YOTS RAP Journey

Around 5 years ago Youth Off The Streets made a strategic decision to increase the number of Aboriginal and Torres Strait Islander staff in the organisation to meet the cultural needs of an increasing number of Aboriginal and Torres Strait Islander youth in our care. Since that time our organisation has developed an Aboriginal Services Unit managed and staffed almost entirely by Aboriginal and Torres Strait Islander staff.

Youth Off The Streets started its RAP journey in September 2011 and developed its first RAP by the end of 2012, which was approved by Reconciliation Australia in November 2012. Our first RAP focused on building cultural awareness for all staff; establishing and developing relationships with Aboriginal and Torres Strait Islander Elders, communities and organisations where our programs are located; implementing Welcome to Country and Acknowledgement of Country protocols and improving knowledge for all staff through access to current and culturally appropriate information.

Since the launch of our first RAP in late 2012 we have doubled our RAP members and advisors through creating a new role called RAP champions. This new role was developed to ensure that RAP was being discussed throughout the organization. Through these developments we have celebrated National Reconciliation Week inviting elders to put on various activities and developed a Cultural Protocols Document with the assistance of our RAP Expert Advisors. We have participated in several other events such National Close the Gap Day, NAIDOC Week, Apology Day and many more.

YOTS RAP Committee

Our Reconciliation Action Plan Committee consists of 5 staff and managers from across the organisation supported by RAP Expert Advisors of 7 Aboriginal people, 4 support staff and 6 RAP Champions nominated from staff at all levels across the organisation. Currently our RAP Committee and RAP Champions are:

Committee Members

RAP Chair: Aniela Pepe – Dunlea Alcohol and Other Drug Program

Ngapera Paki – Mentoring

Andrea Solo – Trusts & Foundations

Jenni Collins – Psychologist KC4Y

Suzi Kenney – Cordeaux Heights

RAP Champions

Tonnia Johanson – Scholarships Beth Anderson – Education, Cordeaux Heights

Mathew Jones – Grants, Corporate Services

Tracy Hannah – Don Bosco House

Morgan Windschuttel – Youth Worker Holroyd Outreach

Cameron Manning – Youth Worker Hunter Valley Outreach
Beth Anderson – Education, Cordeaux Heights

Support Staff

Agata Markus – Human Resources
Deborah Pini – Administration
Christine Campbell – Marketing and Communications
Shan Short – Research and Evaluation

The RAP Committee and Champions are selected annually through a self nomination process open to all areas of our business. The RAP Members, both Champions and Committee Members are renewed each year with the opportunity to change roles or step down. This enables us to provide professional development opportunities to our staff at all levels of the organization and allows the Youth Off The Streets RAP team to create new ideas / different approaches towards reconciliation, bringing new life into the Plan each year.

YOTS RAP Expert Advisors

The purpose of the RAP Expert Advisors is to provide culturally specific advice and guidance as well as appropriate introductions between Youth Off The Streets and Aboriginal and/or Torres Strait Islander organisations, Elders, leaders and communities.

Names of current RAP Expert Advisors:

Ngulla Murrandah: Adult Basic Education
Robyn Ridgway: R/Policy and Professional Support Officer
Bob Glanville: Wiradjuri Elder
Dr Joanne Buckskin: University of Wollongong
Maria Williams: YOTS Aboriginal Services and Wiradjuri Elder
Chad Ritchie: YOTS Aboriginal Services & South East Sydney Outreach Manager
Cheryl Kinchela: Manager Aboriginal Residential Service

In line with Reconciliation Australia’s new framework our second RAP has been developed as an “Innovate RAP” to build on successful workplace and community activities and test new activities and strategies which remain structured around building meaningful relationships, greater respect and sustainable opportunities.

Our partnerships/current activities

Youth Off The Streets services and programs partner with a wide range of Aboriginal and Torres Strait Islander organizations, and Elders. We do so primarily to support the cultural needs of the Aboriginal and Torres Strait Islander young peoples in our care, to support our Aboriginal staff and trainees, to build stronger connections with local communities, to invite in cultural expertise and knowledge into our organization and culturally educate our staff and open them to new knowledge and experiences to enhance their cultural competencies and awareness. Some of the services and organizations we have connected

with are listed below:

- ④ Aboriginal Affairs - Mardi Paaki Region, Regional Co-ordinator
- ④ Aboriginal Community Working Party, Chairperson, Campbelltown region
- ④ High School – Narrandera, Aboriginal Education Assistant
- ④ Griffith Aboriginal Medical Service, Co-ordinator Drug & Alcohol Services
- ④ Griffith Police, Aboriginal Community Liaison Officer
- ④ Dept Of Education, Aboriginal Liaison Officer
- ④ Bourke Aboriginal Affairs, Senior Worker
- ④ Bourke Public School, Aboriginal Consultant
- ④ Bourke Aboriginal Working Party, Chairman
- ④ Bourke Aboriginal Elder (name withheld)
- ④ Bourke High School, Aboriginal Welfare Officer
- ④ Blacktown City Council, Aboriginal Community Development Worker
- ④ Parramatta City Council, Aboriginal & Torres Strait Community Project Officer
- ④ Aboriginal Elder- Logan (Name withheld)
- ④ Regional Indigenous Advisor, QLD government
- ④ Cultural Adviser,
- ④ Logan District Aboriginal & Torres Strait Islander Corporation for Elders
- ④ Griffith Aboriginal Medical Centre
- ④ Griffith City Council, Aboriginal Liaison Officer
- ④ Griffith Public School, Aboriginal Liaison Officer
- ④ National Centre for Indigenous Excellence
- ④ Job Ready Program,
- ④ Metro Aboriginal land council
- ④ Aboriginal Education Consultive Group AECG President
- ④ Woolyungah Indigenous Centre, ITAS Coordinator
- ④ Woolyungah Indigenous Centre, Centre Manager
- ④ Aboriginal Legal Service, Solicitor, Wollongong
- ④ University of Wollongong, Faculty of Arts/Indigenous Studies Unit
- ④ NSW Department of Sport & Recreation, Aboriginal Development Officer
- ④ Family and Community Services | Community Services, Partnerships and Planning Team | South Western Sydney District, Aboriginal Community Project Officer
- ④ Aboriginal Student Liaison Officer, Glenfield Education Office

Relationships	<p>We will enter into all relationships being respectful of the past, present and future for all Aboriginal and Torres Strait Islander peoples. We will recognise the diversity and richness within Aboriginal and Torres Strait Islander cultures to form true and equitable partnerships. Our relationships with Traditional and Community Elders will be mutually respectful and welcoming. These relationships will inform and enrich all staff in our organisation and ensure that young Aboriginal and Torres Strait Islander peoples in our care are supported in culturally appropriate ways. Providing opportunities for young people to connect to their cultures and heritages is an important part of our contribution to the journey towards reconciliation.</p>		
Action	Responsibility	Timeline	Deliverables
<p>1.1 Conduct RAP Committee meetings to actively monitor the implementation and management of the YOTS Innovate RAP 2014 - 2016</p>	<p>RAP Chair</p>	<p>July/September /Nov/Jan/March/ May 2014, 2015,2016</p>	<ul style="list-style-type: none"> - YOTS RAP Committee budget to be developed to support the RAP Committee and actions committed within the RAP - YOTS RAP Committee to meet bimonthly (every second month)
<p>1.2 Expert Advisors made up of internal and external stakeholders to provide strategic and cultural advice and support for the RAP</p>	<p>RAP Chair</p>	<p>April and October 2014/2015/2016</p>	<ul style="list-style-type: none"> - RAP Expert Advisors Duty Statement to be distributed to newly appointed RAP Expert Advisors - YOTS RAP Expert Advisors contacted on a needs basis for advice, and at least twice a year
<p>1.3 Appoint RAP Champions from across YOTS to promote and support the implementation of YOTS RAP</p>	<p>RAP Chair HR Manager</p>	<p>August 2014 March 2015/2016 October 2014/2015/2016</p>	<ul style="list-style-type: none"> - Champion Duty Statements distributed to all newly appointed RAP Champions - RAP Committee and RAP Champion team-building sessions will be held annually for capacity building and to share innovative ideas

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1.4 Annual calendar of local Aboriginal and Torres Strait Islander cultural and reconciliation events promoted to Board and staff in order to engage and build relationships with Aboriginal and Torres Strait Islander peoples	National Scholarship Program Manager and YOTS Marketing & Communications Manager	August 2014/2015/2016	<ul style="list-style-type: none"> - Annual Calendar of Aboriginal and Torres Strait Islander events for 2014-15 produced and made available to staff on YOTS intranet and distributed to Board - Annual Calendar is up-dated with new items as required
1.5 Each area of YOTS business will establish and maintain key local relationships with Aboriginal and Torres Strait Islander organisations to build stronger relationships	PA to Director of Corporate Services (DCA) and DCA, Executive Team, supported by RAP Committee members	August 2014 August 2014/2015/2016	<ul style="list-style-type: none"> - Each area of business (Education, Outreach, Community Services, Residential Care and Corporate Services) will develop a list of key Aboriginal and Torres Strait Islander organisations in their local region - Each area of business will organise at least one meeting with key Aboriginal and Torres Strait Islander organizations each year
1.6 Celebrate National Reconciliation Week in partnership with local Aboriginal and Torres Strait Islander	RAP Chair RAP Champions and Program Managers supported by RAP	27 th May – 3 rd June 2015- 2016	<ul style="list-style-type: none"> - Organise At least one YOTS wide event hosted for National Reconciliation Week and/or - Organise At least one local event co-hosted within major YOTS sites in partnership with local community (Major sites include:

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communities to build stronger relationships	committee		Mascot/Merrylands/KC4Y/Griffith/Narrandera/Hunter/WSO) - Encourage and support all staff to participate in at least one community event during NRW
1.7 Ensure RAP information is included in new staff inductions so all YOTS staff are aware and understand reconciliation	HR Manager	September 2014 May 2015	- A hard copy of the YOTS Innovate RAP 2014-2016 will be included in new employee information packs - Review and up-date current induction materials i.e. useful links / one pager of different resources to also be included in new employee information pack

Respect	At Youth Off The Streets we value others, respect cultural diversity and accept individuality and differences of opinion. We will be quick to listen and slow to speak. We respect Youth Off The Streets, ourselves, young people, others, our community and our environment. Through listening, learning and sharing we will increase our understanding so Youth Off The Streets will continue to support the needs and aspirations of Aboriginal and Torres Strait Islander peoples.		
Action	Responsibility	Timeline	Deliverable
2.1 YOTS will engage staff in cultural learning to improve our capacity to integrate Reconciliation within our organisation	HR Manager HR Manager HR Manger	June 2015/2016 September 2014 November 2014	- Investigate opportunities to secure a permanent training budget for cultural awareness training - Investigate opportunities to engage in local cultural awareness training provided by local Aboriginal and Torres Strait Islander communities - Investigate opportunities for new YOTS RAP Committee and RAP Champions to undertake TAFE intensive cultural training

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2.2 Provide mandated localised training for all new staff in cultural awareness after 6 month probation period	HR Manager YOTS designated Aboriginal Cultural Trainer	August 2015 February 2015	<ul style="list-style-type: none"> - Provide at least one opportunity for staff to access cultural awareness training annually - Encourage all new managers to participate in intensive cultural education training
2.3 Ensure all young people in YOTS programs are offered opportunities to attend or host their own cultural events	RAP Chair to work with Program Managers & RAP Champions, Research and Evaluation Manager work with Program Managers	March 2015	<ul style="list-style-type: none"> - All young people in YOTS Programs supported by staff and teachers to attend or host at least one cultural event per year
2.4 YOTS will engage employees in understanding the cultural protocols around Acknowledgement of Country and Welcome to Country ceremonies to ensure there is shared meaning behind the ceremonies.	Centre Manager- Cordeaux Heights Centre for Youth, Expert Advisors and Marketing & Communications Manager	April 2015 December 2014 December 2014 May 2015	<ul style="list-style-type: none"> - Disseminate and implement a cultural protocol document for YOTS - YOTS will invite a Traditional Owner to provide a Welcome to Country at all YOTS major public gatherings for e.g. Open Day, National Reconciliation Week event, Gala Dinner and Presentation Night. - Encourage YOTS Program staff, trainees and/or young people to deliver an Acknowledgement of Country in meetings, workshops and school events

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Action	Responsibility	Timeline	Deliverable
			<ul style="list-style-type: none"> - Upload YOTS Cultural Protocol document to staff intranet and website
2.5 Celebrate NAIDOC Week and provide opportunities for YOTS Aboriginal and Torres Strait Islander employees to engage with their cultures and communities through NAIDOC Week events	RAP Chair to work with Program Managers and RAP Champions –with support from RAP Committee members	<p>1st – 2nd Sunday July 2014, 2015, 2016</p> <p>July 2014, 2015, 2016</p> <p>1st – 2nd Sunday July 2014, 2015, 2016</p> <p>June 2014, 2015, 2016</p>	<ul style="list-style-type: none"> - YOTS will provide opportunities for Aboriginal and Torres Strait Islander employees to participate in NAIDOC Week events - Capture data on the number of employees who participated in NAIDOC Week events - Organise for a range of activities and invite community partners to be involved in YOTS NAIDOC Week events - Contact a number of local NAIDOC Week Committees to partner with them during these events.
2.6 Each YOTS location/Program/school to increase access to Aboriginal and Torres Strait Islander authored books and resources to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures	Centre Manager Cordeaux Heights Centre for Youth, Program and School Managers, with support from Directors and RAP Committee members, Research and Evaluation Manager	July 2015	<ul style="list-style-type: none"> - Program managers and teachers integrate Aboriginal and Torres Strait Islander authored books and resources into program activities and school curriculum - Encourage YOTS staff to utilize Reconciliation Australia’s ‘Share Our Pride’ website - http://shareourpride.org.au to increase cultural appreciation of Aboriginal and Torres Strait Islander peoples
2.7 All YOTS programs and schools implement a Cultural Connections	Research and Evaluation Manager working together	September 2015	<ul style="list-style-type: none"> - Teachers and program managers to implement the survey on a consistent basis with new clients and exiting clients

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survey with young Aboriginal and Torres Strait Islander peoples in their programs to assess RAP awareness, client and staff participation in cultural events/activities	with Program managers with support from Aboriginal Services Manager	July 2015 December 2014,2015,2016	<ul style="list-style-type: none"> - Review and Up-date policies relating to working with Aboriginal clients - Collate and analyse data from Cultural Connections surveying (on entry and exit of programs) and annual staff and clients surveys to understand the impact of YOTS RAP and identify successes and areas for improvement

Opportunities		Youth Off The Streets believes it is vital to work alongside Aboriginal and Torres Strait Islander youth to offer opportunities for them to achieve self determination, and to support them in creating a better future for themselves and their communities.		
Action	Responsibility	Timeline	Deliverables	
3.1 Investigate opportunities within YOTS to increase Aboriginal and Torres Strait Islander employment opportunities.	HR Manager HR Manager HR Manager	April 2015 December 2014 February 2015 January 2016	<ul style="list-style-type: none"> - Develop and implement an Aboriginal and Torres Strait Islander Employment strategy for YOTS and place on staff intranet - Consult with existing Aboriginal and Torres Strait Islander staff on employment strategies, including professional development - Review YOTS HR Policies and processes to ensure it supports applications by Aboriginal and Torres Strait Islander applicants - Advertise Job vacancies in Aboriginal and Torres Strait Islander media platforms (such as Koori Mail and National Indigenous Times) to encourage Aboriginal and Torres Strait Islander applicants to apply 	
3.2 Host The YOTS RAP Yarn annual event for staff and clients to attend and reflect on their experiences and learnings	Marketing and Communication Manager and RAP Champions to work with Board, CEO, COO, All Managers	September to November 2014, 2015,2016	<ul style="list-style-type: none"> - Organise Annual activities across YOTS sites for young people and staff to reflect and share their Reconciliation learnings and experiences from the current year 	

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Action	Responsibility	Timeline	Deliverables
3.3 Investigate the mutually beneficial opportunities that supplier diversity will provide to YOTS	RAP Champion and Operations Manager RAP Champion and Program managers RAP Champion and Operations Manager RAP Champion and Operations Manager	August 2014 January 2015 September 2014 January 2015 December 2015 January 2015	<ul style="list-style-type: none"> - Investigate becoming a member of Supply Nation - Include Aboriginal and Torres Strait Islander businesses in preferred supplier lists for all services - Develop a list of key Aboriginal and Torres Strait Islander services, programs and contacts (e.g. Land Councils, AMS Legal Aids etc.) that YOTS employees could procure goods and services from - Include Aboriginal and Torres Strait Islander businesses in tenders for all construction and ongoing maintenance - Use the services of at least one Aboriginal and/or Torres Strait Islander business during this period - Procurement strategy, policy and processes reviewed and up-dated to include supplier diversity principles
3.4 Consult with Aboriginal and Torres Strait Islander management and employees to establish a networking/mentoring strategy	iDrive/Mentor Facilitator to work with Manager of Aboriginal Services and HR Manager	June 2015 August 2015 and 2016	<ul style="list-style-type: none"> - Develop and integrate an internal Aboriginal and Torres Strait Islander employee networking/mentoring strategy - Aboriginal and Torres Strait Islander employee network will meet at least once per year
3.6 Encourage work-place relationship building between YOTS and Aboriginal and Torres Strait Islander	HR Manager to work with Program managers and staff	January 2015 December 2015	<ul style="list-style-type: none"> - Investigate and Identify the number of staff/student/client up-take and range of services available for the Employee Exchange Program - Develop a list of Aboriginal and Torres Strait Islander organisations/services that YOTS will

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organisations/services/program and/or Aboriginal students/clients		February 2016	<ul style="list-style-type: none"> partner with to deliver this program - Develop and Implement an “Employee exchange program” Policies and Procedures document

Tracking progress and reporting			
Action	Responsibility	Timeline	Deliverables
4.1 Annually review the progress of the RAP and report achievements, challenges, and learnings to Reconciliation Australia for inclusion in the RAP Impact Measurement Report	Research and Evaluation Manager with support from Executives and RAP Committee	Before 30 th September 2014,2015 2016	<ul style="list-style-type: none"> - RAP Committee to review and evaluate RAP actions, events and activities annually - RAP progress is reported each year to be included in the RA RAP Impact Measurement Questionnaire
4.2 Refresh and update YOTS RAP	RAP Chair and Marketing & Communications Manager	September 2016	<ul style="list-style-type: none"> - Refresh, update and launch YOTS next RAP based on learnings, achievements and challenges from our previous RAP
4.3 Annual report of the progress and achievements of the RAP to be included in YOTS	Research and Evaluation Manager	September 2014, 2015,2016 December	<ul style="list-style-type: none"> - YOTS Annual Report to contain RAP achievements, challenges and learnings - Feedback on RAP achievements, challenges and learnings presented to all staff at annual staff meeting

Annual Report		2014, 2015, 2016	
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