



Reflect

Reconciliation Action Plan

February 2023 – February 2024



Acknowledgement of Country

The Y NSW acknowledges the Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the lands and waters on which we come together to learn, share and grow. As the earth's most ancient culture, we respect their historical and continuing spiritual connections to country. We pay our respects to Elders past and present, and to young Aboriginal and Torres Strait Islander peoples for they hold the continuation of cultural, spiritual and educational practices in their hands. We believe in the power of inspired young Aboriginal and Torres Strait Islander peoples.

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ABOUT OUR ARTWORK

The artwork by Cooper Thompson was developed to best represent the themes of the services that the Y NSW delivers. The message of this artwork is to celebrate community. Youth and youth voice is a powerful message in this piece as the youth are the future elders and caretakers of the communities they reside and belong to.

CONNECTION TO CULTURE:

The TREE (centrepiece) and the tree roots represent an established connection to First Nations culture and respect for the Traditional Custodians of the lands on which all Y NSW properties stand.

The TREE is significant as it represents shelter, food, safety, landmarks and the beginning of new life that sprouts from existing stability.

For the Y NSW the TREE it is the 'meeting place' where youth gather.

The branches of the tree represent growth and new life on country as the Y NSW begins its RAP Journey. The TREE also has in the middle of the trunk a combination of two-tones seedlings. Each seedling is surrounded by a young person celebrating, dancing and caring for each individual seed. As these seedlings outgrow their trunk and fall away to be planted and grow, they are cared for by the youth, who are our future leaders.



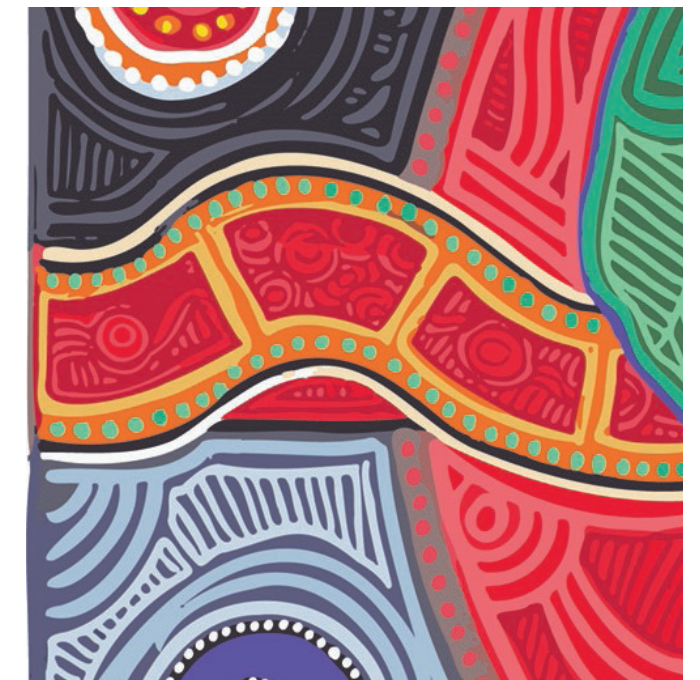
YOUTH AND YOUTH VOICE:

The symbols of people dancing and people gathering, represent our youth (surrounded by guiding adults) – dancing, celebrating and having fun together as we voice our plans for the future.



COMMUNITY CONNECTION:

The circular design around the TREE alongside the animal tracks, meeting places, campfires and pathways represent the community connecting on country with one another, in many different ways.





Cooper Thompson



ABOUT THE ARTIST

Cooper Thompson is a young Wiradjuri artist. Born on Bidjigal Land, Cooper was raised on Gadigal and Dharawal Country. He started sketching cartoons from TV from the minute he could hold a pencil. You will always find Cooper with a pen, pencil or paint brush in his hand.

Cooper is inspired to work with bright colours and likes using different techniques and tools to integrate dot painting.

With inspiration from Central and Western Australian desert land art styles, you will find most of Cooper's art contains references to freshwater and saltwater. The reason behind this is Cooper's family are freshwater people (Wiradjuri), but he was raised on saltwater country (across the Eora Nation).

As well as a talented painter, Cooper is also interested in ceramics and sculpture.



A MESSAGE FROM OUR CHAIR

As we look to the future of this long-standing organisation, I am honoured to be part of the next steps toward reconciliation as laid out in our inaugural Reconciliation Action Plan (RAP). Our Reflect RAP provides the structure and vision we need to advance reconciliation through the scoping and nurturing of relationships with Aboriginal and Torres Strait Islander stakeholders. It also explores our sphere of influence at the Y NSW; it is a call to all our leaders and people to keep this work front of mind as we build on existing relationships and seek out new connections.

Our social impact as an organisation is focused on the wellbeing, inclusion and connection of young people whom we support through a swathe of programs in 40 communities across the state. However, we acknowledge the injustices and inequalities that prevent our First Nations young people from thriving and achieving their potential in being leaders in the movement toward reconciliation. Fortunately, our activity in communities across the state places us in a unique position to connect with the First Nations peoples who live here, to understand their challenges and to celebrate their wins. It is from this foundation that we plan to build stronger and more dedicated partnerships over the next 12 months and in the years that follow.

Our values of respect and responsibility are at the heart of everything we do at the Y NSW, and so it is in the spirit of consultation and partnership that we commit to bringing our Reflect RAP to life. The RAP will provide a roadmap for future steps toward reconciliation and I am excited to see these actions and learnings play out in the year ahead.

Prue Warrilow

Chair



A MESSAGE FROM OUR CEO

Inclusion, connection and wellbeing are at the core of who we are as an organisation, and our vision is for a community where every person thrives in body, mind and spirit. I am proud to present our first RAP, a crucial and meaningful commitment to take practical action toward reconciliation. Our Reflect RAP acknowledges with honesty and humility what we don't know and pledges to seek to understand and celebrate the rich cultures of our First Nations peoples.

Reconciliation is an unfinished business and I am honoured to lead our team as we commit to a year of listening and learning, and build the foundations for this and successive RAPs. With the full support of our passionate Board of Directors and our Executive Leadership Team, we will lead our people bravely as we incorporate our RAP actions into the everyday running of our organisation. We know that making a positive difference relies on providing every person with a future of opportunity. To this end, I am very hopeful that this process will also enrich the inclusive working environment I am honoured to be part of at the Y NSW.

I want to thank Two Point Co., the First Nations-owned and operated consultancy, for their guidance throughout this process and our broader team of Y employees who have been instrumental in sharing their views and ideas to help shape our RAP. I would also like to congratulate the People and Culture team and the RAP Working Group for achieving this most significant milestone, and I look forward to working together to bring our RAP actions to life.

Although our RAP defines our actions for the coming 12 months, I would like to emphasise that this is just the beginning of our ongoing commitment to an ongoing journey of understanding, celebration and meaningful action.

Young people represent hope, and where there is hope, there is possibility. Positive social change in society and our communities depends on our ability to inspire, engage and listen, and that's what we wholeheartedly intend to do with our first Reflect RAP.

Susannah Le Bron

Chief Executive Officer



A MESSAGE FROM RECONCILIATION AUSTRALIA

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

The Y NSW joins a network of more than 2,200 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 the Y NSW 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 Y NSW, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine

Chief Executive Officer



Our Reconciliation Action Plan

Within the context of supporting and inspiring young people through our programs, we reflect on our responsibility to the young First Nations peoples and the wider community. Our Reflect RAP clarifies and communicates our vision for, commitment to, and governance of reconciliation action.

Having established a roadmap to reconciliation, we have formed a representative working group with the support of our Board of Directors and Executive Leadership Team.

Our deliverables include:

- identifying Aboriginal and Torres Strait Islander stakeholders and organisations within the communities we serve inside and our sphere of influence.
- researching best practices and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.
- identifying other like-minded organisations that we could approach to collaborate with on our reconciliation journey.
- researching best practices and policies in areas of race relations and anti-discrimination.
- conducting a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.
- developing a business case to demonstrate the benefits of increasing understanding and appreciation of the value of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.
- conducting a review of cultural learning needs within our organisation.

About the Y NSW

The Y NSW is part of a global and national movement of organisations that is committed to the belief that when young people are inspired, they are powerful. The Y NSW works across 40 communities in New South Wales and the ACT to instil that inspiration and self-belief through the provision of holistic community programs encompassing wellbeing, recreation, youth and children’s services. Fundamental to all our programs is a focus on mind, body and spirit.

We are a profit-for-purpose organisation that has been serving the NSW communities for over 150 years. The Y NSW employs approximately 1,500 staff at centres across NSW and the ACT. Almost two per cent of employees currently identify as being Aboriginal or Torres Strait Islander (Diversity & Inclusion Survey 2022) and we are committed to improving this to better reflect the communities in which we serve.

We are part of a global movement operating in 120 countries, united in our purpose to make a positive impact in the lives of 60 million people worldwide. This global movement encompasses almost 90,000 staff, 920 volunteers and 12,000 branches. We are affiliated with all member Y organisations across Australia, and the Y nationally employs more than 14,500 people.

The Y NSW provides integrated wellbeing and recreation services and programs at centres across the state, including gymnastics; learn to swim; recreational aquatic activities; camping and outdoor education; indoor sports; health and fitness activities and services; outside school hours care; and youth and community programs. We develop and deliver these programs and services to embody the spirit of our belief: to be heroic, nurturing, and creative.

With the aim of providing safe spaces for young people to grow, learn, move and thrive, the Y NSW’s Youth and Community programs, in particular, are built around three key pillars: community connection, physical activity, and civic voice. With a focus on inclusion and empowerment, these evidence-based programs support mental and physical wellbeing, foster a sense of belonging, and amplify the voices of young people on the issues that matter most to them.

Integral to our programs are the strong connections that the Y NSW creates with communities, including those with high numbers of First Nations people. Our wellbeing and youth services reflect and integrate with the desired opportunities and the diverse needs of our cities, regions and towns. Specifically, our commitment embraces the ambitions, aspirations and needs of Aboriginal and Torres Strait Islander Elders and community members.

OUR VALUES:

CARING

Honesty

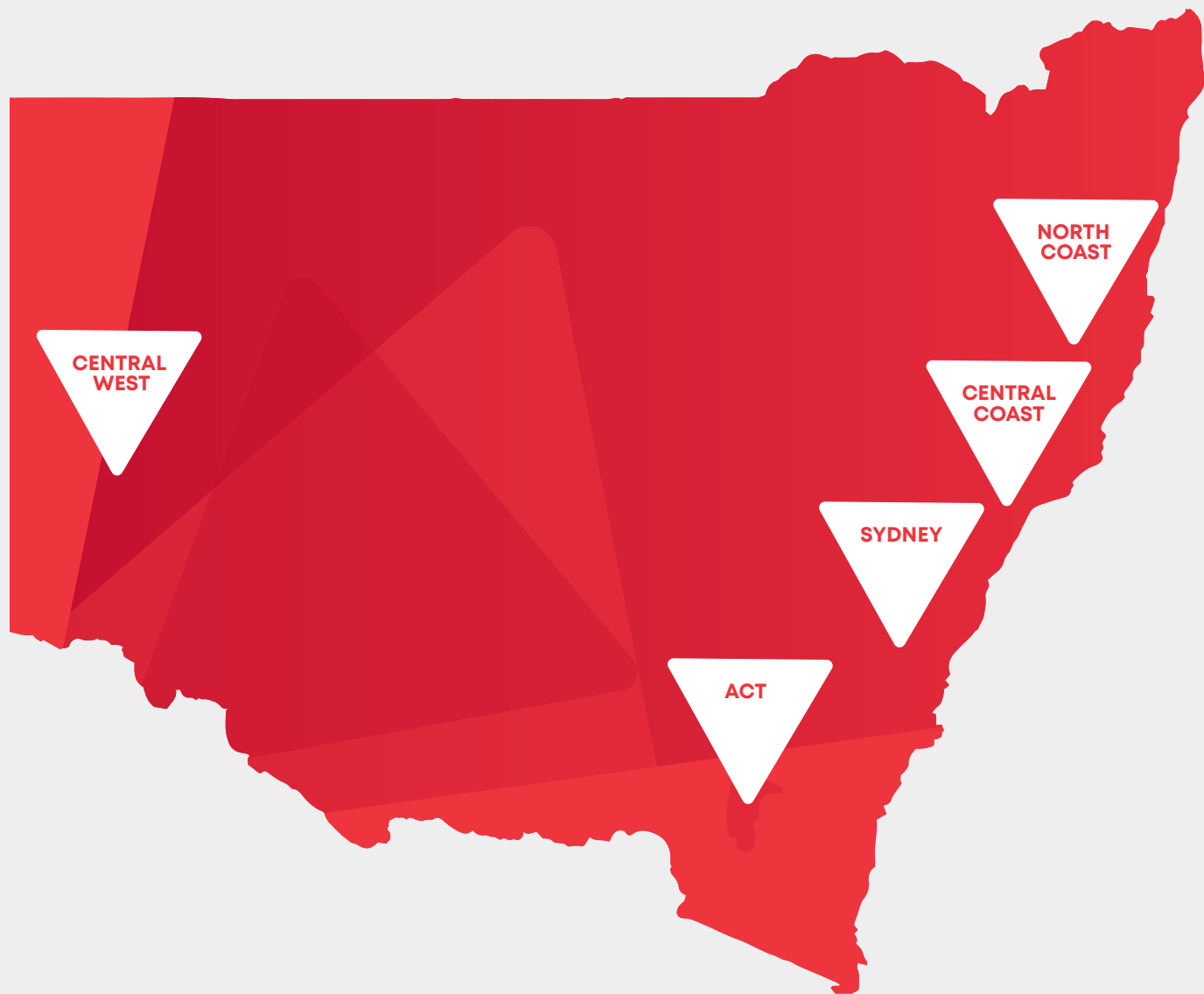
RESPECT

Responsibility

SAFETY

Our Locations

Every year, more than two million people visit the Y NSW fitness and aquatic centres. Annually, more than 10,000 children attend our 62 Outside School Hours Care (OSHC) services. We currently manage 27 recreation centres across NSW and the ACT. Schools, community groups, friends and families have life-changing outdoor experiences at our two recreational camp facilities: Camp Yarramundi and the Sydney Olympic Park Lodge.



CHILDREN’S SERVICES

- All Saints OSHC
- Ambarvale OSHC
- Biddabah OSHC
- Brooke Avenue OSHC
- Burke Ward OSHC
- Burwood OSHC
- Campbelltown City OSHC
- Carlingford West OSHC
- Claremont Meadows OSHC
- Dee Why OSHC
- Eastern Creek OSHC
- Ettalong OSHC
- Excelsior OSHC
- Forestville OSHC
- Georges Hall OSHC
- Gillieston Heights OSHC
- Hamilton OSHC
- Hammondville OSHC
- Harrington Street OSHC
- Homebush West OSHC
- Ingleburn OSHC
- Kincumber OSHC
- Leumeah OSHC
- Lilli Pilli OSHC
- Lisarow OSHC
- Little Bay Community of Schools OSHC
- Liverpool OSHC
- Lycee Condorcet OSHC
- Malabar OSHC
- Marrickville OSHC
- Matraville OSHC
- Mayfield West OSHC
- Newbridge Heights OSHC
- Oakhill Drive OSHC
- Padstow Heights OSHC
- Padstow North OSHC
- Padstow Park OSHC
- Panania North OSHC
- Panania OSHC
- Picton OSHC
- Revesby North OSHC
- Revesby South OSHC
- Smithfield OSHC
- Soldiers’ Settlement OSHC
- Springwood OSHC
- St Joseph’s OSHC
- St Marys OSHC
- St Marys South OSHC
- Toronto OSHC
- Valentine OSHC
- Walters Road OSHC
- Wamberal OSHC
- West Pennant Hills OSHC
- Winston Hills OSHC

RECREATION CENTRES

- Bellingen Shire Swim Centre
- Broken Hill Integrated Wellness Centre
- Broken Hill Regional Aquatic Centre
- Camden War Memorial Pool
- Camp Yarramundi
- Canberra Olympic Pool
- Caringbah
- CentrePoint Sport & Leisure Centre
- Dorrigo Swim Centre
- The Y Epping
- Great Lakes Aquatic and Leisure Centre
- Gungahlin Leisure Centre
- Hawkesbury Oasis
- Kendall Community Pool
- Ku-ring-gai Fitness & Aquatic Centre
- Lakeside Leisure Centre
- Laurieton War Memorial Baths
- Manning Aquatic Leisure Centre
- Mount Annan Leisure Centre
- The Y Penrith
- Port Macquarie War Memorial Olympic Swimming Pool
- Ryde Community Sports Centre
- The Y St Ives
- Stromlo Leisure Centre
- Sydney Olympic Park Lodge
- Tea Gardens Swimming Pool
- Wauchope Memorial Olympic Pool
- Western Sydney University Gym, Hawkesbury Campus
- Western Sydney University Gym, Penrith Campus
- Wingham Memorial Swimming Pool
- Oberon Swimming Pool

YOUTH AND COMMUNITY SERVICES

- Central Coast
- Cooma
- Mount Annan
- Parramatta
- Penrith

Our Commitment to Safeguarding

As an organisation focused on nurturing the potential of inspired young people, we are committed to ensuring that all children and young people feel safe. This extends to all people, including those from Aboriginal and Torres Strait Islander cultures and other culturally and linguistically diverse backgrounds, in out-of-home care, people living with a disability or mental illness, and those in the LGBTQIA+ community.

We have developed our own Feel Safe, Be Safe Framework which aspires to ensure that all children and young people are safe and feel safe at the Y NSW, in their families and in their communities.

Our Feel Safe, Be Safe Framework aims to develop:

- a safe nationwide culture that empowers children and young people through dedicated leadership and governance;
- safe environments at the Y NSW and in communities that empower children and young people to thrive and
- safe operations to ensure Y People have the right policies, processes, and practices to keep children and young people safe.

The Y NSW recognises the importance of cultural safety and sensitivity in the context of child safeguarding and our journey toward reconciliation. We know that the more we understand and commit to the cultural safety of the Aboriginal and Torres Strait Islander peoples we engage with, the more effectively we can create a strong foundation of cultural competency. We seek to ensure an organisation-wide approach to cultural safety, so that it is embedded into our governance, policies, programs, and service delivery.



Why Are We Developing a RAP?

In establishing our Reflect RAP, we seek to genuinely understand the challenges experienced by Aboriginal and Torres Strait Islander peoples and to embrace diversity and inclusion wholeheartedly.

Reconciliation, for the Y NSW is about acknowledging, recognising and respecting First Nations Peoples and cultures within our communities and workplaces. The Y NSW recognises reconciliation is everyone's responsibility, and to that end, we aim to be an important contributor to bringing about a wider understanding and movement toward reconciliation. We hope to demonstrate our heartfelt commitment to this undertaking with the development and adoption of our first RAP.

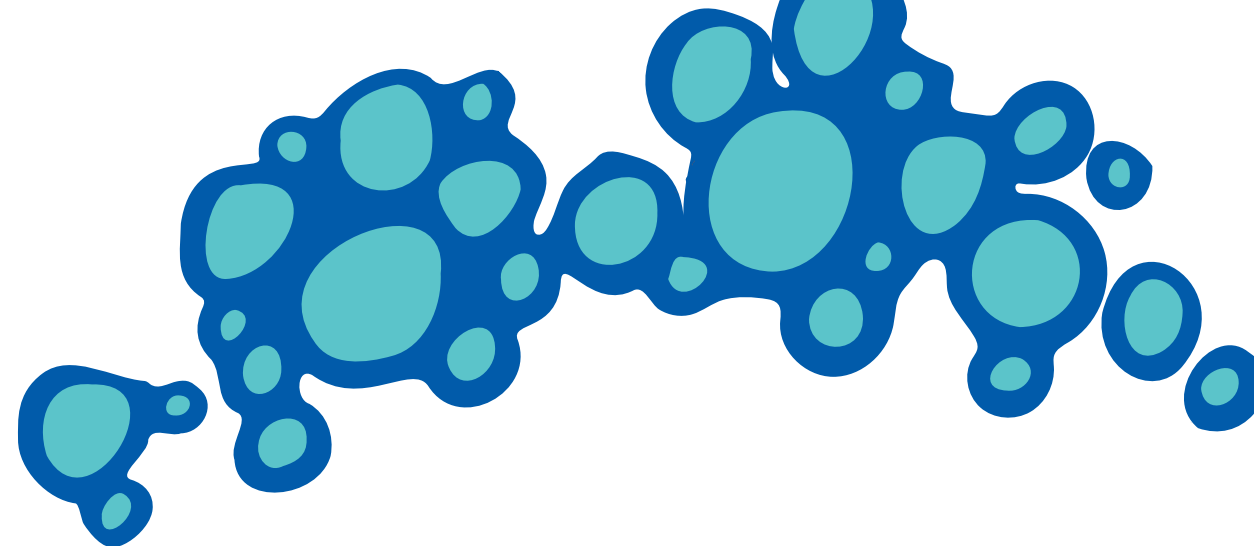
Having a RAP will help us to:

- build strong community partnerships;
- develop a deeper understanding of First Nations peoples and culture;
- develop pathways that support more young people to live their best lives and
- create a richer, more inclusive working environment that embraces Aboriginal and Torres Strait Islander culture, knowledge and experience.

In establishing our Reflect RAP, we seek to genuinely understand the unique challenges experienced by Aboriginal and Torres Strait Islander peoples and to embrace diversity and inclusion wholeheartedly. We are not alone in supporting true equality in Australia; it is sought not just by young First Nations people but also by many young non-Indigenous people in Australia. We seek to support all young people on this journey.

The Y NSW also encourages young people to play a leadership role in shaping a better today and tomorrow. We are particularly committed to listening to the voice of young First Nations peoples. We will ensure that our RAP is focused on supporting them to lead the development of solutions, programs and initiatives that will positively impact their lives and on those in their broader communities. As we celebrate the culture, spirituality, knowledge and connection to land of our First Nations peoples, we pledge to walk with First Nations young people – not in front of them but led by them, in partnership.

Taking the lead in creating a RAP demonstrates our commitment to a better future through reconciliation. At the Y NSW, our vision is safety and inclusion for all young people, where all cultures, including those of First Nations peoples, are valued, celebrated and respected.



What is Our Approach To Developing Our RAP?

Under the guidance of Two Point Co., a First Nations-owned and operated consultancy that specialises in First Nations engagement, the Y NSW has developed its vision of the challenges and inequities facing First Nations young people in Australia. Our RAP Roadmap has been established and endorsed by the Y NSW Board and the People & Culture Committee.

The Y NSW's Reflect RAP is championed by the Executive Leader of People and Culture.

Our RAP Working Group (RAPWG) consists of Y NSW team members, made up of both First Nations and non-First Nations. Chaired by the Executive Leader of People & Culture and the Executive Leader of Purpose and Impact, the ten members represent all aspects of work at the Y NSW.

The RAPWG will support the Y NSW in laying the foundations for reconciliation as well as preparing us for future RAPs and reconciliation initiatives. Over the next 12 months, through regular workshops and reviews, the RAPWG will determine the objectives and engagements required to fulfill our plan for reconciliation initiatives.

The RAPWG will also govern our RAP and be responsible for its development, implementation and reporting phases. The group will engage all employees at the Y NSW in the RAP journey and will openly reach out to Aboriginal and Torres Strait Islander partners in the communities in which we operate.

To establish diverse cultural representation at the Y NSW, we have undertaken a Diversity, Equity, Inclusion and Belonging Survey, giving us a clear picture of our First Nations representation. The RAP is an important piece of work for the Y NSW, and we are deeply committed to ensuring our journey toward reconciliation is as consultative as possible.

▶ Our Reconciliation Journey So Far

The Y NSW is, and always has been, a place for belonging and creating healthy communities where everyone can thrive and feel inspired. We have already started our journey toward reconciliation by embedding a number of key initiatives and programs into our existing services. These are in addition to our annual Reconciliation Week and NAIDOC week commitments.

We have taken steps, as outlined above, to proactively represent, celebrate and engage Aboriginal and Torres Strait Islander cultures and peoples. The Y NSW engages with Aboriginal and Torres Strait Islander Peoples in local communities to be involved in our services as much as possible.

YOUTH PARLIAMENT

Youth Parliament is the Y NSW's flagship youth leadership and engagement program and has been operating for 20 years. It allows high school-age students to engage with civic leadership, policy development and democratic parliamentary debate.

The Y NSW has had an Aboriginal Affairs Committee as part of our Youth Parliament program since 2019. The Committee created a Bill in 2021 for Aboriginal Education in Juvenile Detention centres in NSW – Aboriginal Kaúmuliko Ngurramang Mimulliko Bill 2021 (NSW) - which has been presented to NSW Members of Parliament.

We also work closely with incredible young people who make meaningful contributions to the community and are agents for change, and we provide them with channels for advocacy. This includes young trailblazers like Hamani Tanginoa – a young, gay Wiradjuri, Goreng Goreng and Tongan man who made history as the first Aboriginal Youth Premier for NSW at 17 years old in Y NSW Youth Parliament.

These young people are making an impact as they champion positive change in society.



CHILDREN'S SERVICES

In the development of our programming for youth and community through the Y NSW's Children's Services, we engage in yarning circles and conduct meaningful discussions about First Nations history and culture. This also extends to employee meetings and professional development.

Our Children's Services educators ensure we celebrate National Reconciliation Week and NAIDOC Week with the young people in our care every year.

1 Yarning circles support the Y NSW Safeguarding policy in OSHC: Yarning circles are a great way to hear children's voices, as well as the voices of Y employees, on various topics. They create a safe, supportive and caring space for people to share their thoughts. For example, the Y NSW Oak Hill Drive OSHC included yarning circles in their programming to prompt questions about what safeguarding means to each person and how we promote the safety, wellbeing and safeguarding of children and staff at the Y NSW. They also discussed what kinds of external people can support them within their environment.

2 The Y NSW Marrickville OSHC: This centre held a yarning circle at its opening ceremony, further building on the Y NSW's relationship with the partner primary school and families in the local community. The children from Marrickville OSHC attended the event and performed a special Acknowledgement to Country in front of their guest Linda Burney MP. Acknowledgement of Country is also embedded into the program's daily routine to pay with respect to the Traditional Owners of the land.

Linda's commitment to the First Nations issues spans more than 30 years. She is a proud member of the Wiradjuri nation, was the first Aboriginal person to be elected to the NSW Parliament, and the first Aboriginal woman to serve in the House of Representatives. Creating these connections between existing First Nations leaders and the local community is of key importance to the Y NSW as it helps to pave the way for young people.

3 NAIDOC Week at Oakhill Drive: At the Y NSW's Oakhill Drive OSHC centre, children begin learning the history of First Peoples in the early years of school. They also engaged in Aboriginal art, yarning circles, and dancing to the music of Aboriginal and Torres Strait Islander musicians.

Dunghutti Jerrinjha Elder
Aunty Margret Campbell
at the Y Bankstown.

RECREATION AND CAMPING

Through our leisure centres, community programs and outdoor education and camping, we have further engaged with local communities.

1 NATIONAL RECONCILIATION WEEK AT MOUNT ANNAN LEISURE CENTRE 2021

The Y NSW's Mount Annan Leisure Centre is an award-winning facility that champions inclusivity.

As part of National Reconciliation Week, the local team held its first external reconciliation event with a Welcome to Country and smoking ceremony. Local Aboriginal Elders hosted yarning circles, and young people shared their knowledge, culture, stories and activities.

The event included the local Y NSW Youth & Community team and young people from the Y NSW's Uplift program. Feedback from experiences and learning of the 44 people in attendance at the event was extremely positive:

- 99 per cent of participants reported they gained knowledge about Aboriginal and Torres Strait Islander culture.
- 90 per cent of participants stated that the event helped them understand the importance of embedding inclusion practices at the Y NSW.

People also shared these views:

“ This was my first experience at a yarning circle. It was great to connect with others from the organisation and to better honour local culture in an authentic way. ”

“ Great balance of education and participation. ”

“ The Aboriginal Elders and young people were engaging and inspiring. They told their stories and shared their knowledge in a way that was reflective and respectful. ”

In the spirit of recognising what we don't know and always seeking to improve, key learnings for the Y NSW for the next time were as follows:

- To further achieve our RAP goals, the Y NSW will need stronger communication with Elders before events to help shape a more consistent experience in activities such as yarning circles.
- Having Elder lead additional activities to focus on the messages and learnings from our local Aboriginal and Torres Strait Islander guests will further strengthen our commitment to reconciliation.

2 CULTURAL PROGRAMS AT CAMP YARRAMUNDI

Camp Yarramundi is one of the Y NSW's outdoor education and camping facilities for schools and community groups. Yarramundi is named after Yarramundi, the Boorooberongal Warrior and Koradji, who welcomed Governor Phillip to his land in 1791. Many people at the Y NSW refer to Camp Yarramundi as the 'spiritual home' of the Y NSW. The site is located on the banks of the heritage-listed Grose River in the Hawkesbury Valley, on the Traditional lands of the Boorrrberongal clan of the Durag nation.

The Y NSW has developed strong connections to the community here – Yarramundi's traditional custodians, the Ngunnawal people.

School and community groups are immersed in cultural programs at Camp Yarramundi, facilitated by our First Nations community partners.

The long-standing relationships include Chris Tobin, Durag Elder and a direct descendent of Yarramundi. He has been a trusted advisor and worked with the Y NSW on cultural sensitivity.

The Y NSW has also developed a training program for staff on cultural sensitivity and awareness of racism with artist and children's author Cindy Laws, a Durag Darkinjung Elder. Cindy's artwork is featured throughout the Y NSW's Yarramundi Office.

Camp Yarramundi is also working with Erin Wilkins, Durag Elder, Aboriginal Cultural Educator, trainer and facilitator, who works specifically with children and young people.

Relationships

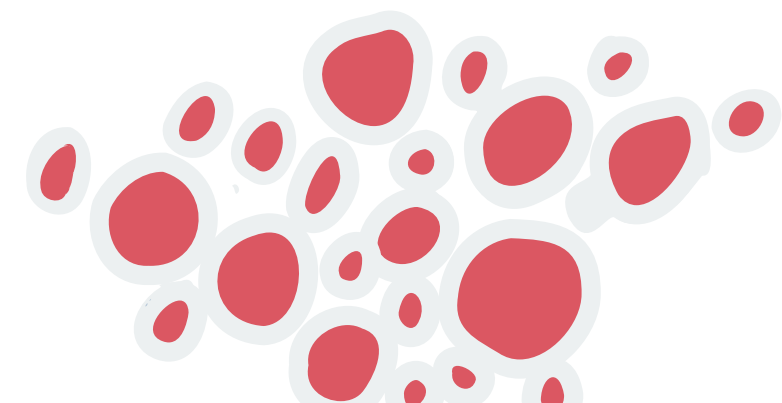


ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1 Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within the communities we serve and our sphere of influence. 	July 2023	Executive Leader Purpose & Impact
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	July 2023	Executive Leader Purpose & Impact
	<ul style="list-style-type: none"> Engage with identified Aboriginal and Torres Strait Islander stakeholders and organisations to establish partnerships that enable positive impact towards reconciliation 	July 2023	Executive Leader Purpose & Impact
2 Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	May 2023	Executive Leader People & Culture
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May - 3 June 2023	Executive Leader People & Culture
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May - 3 June 2023	Executive Leader People & Culture
3 Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all staff. 	February and March 2023	Executive Leader Purpose & Impact
	<ul style="list-style-type: none"> Identify external stakeholders that our organisation can engage with on our reconciliation journey. 	July 2023	Executive Leader Purpose & Impact
	<ul style="list-style-type: none"> Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. 	July 2023	Executive Leader Purpose & Impact
4 Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination. 	July 2023	Executive Leader Purpose & Impact
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	September 2023	Executive Leader Purpose & Impact

Respect



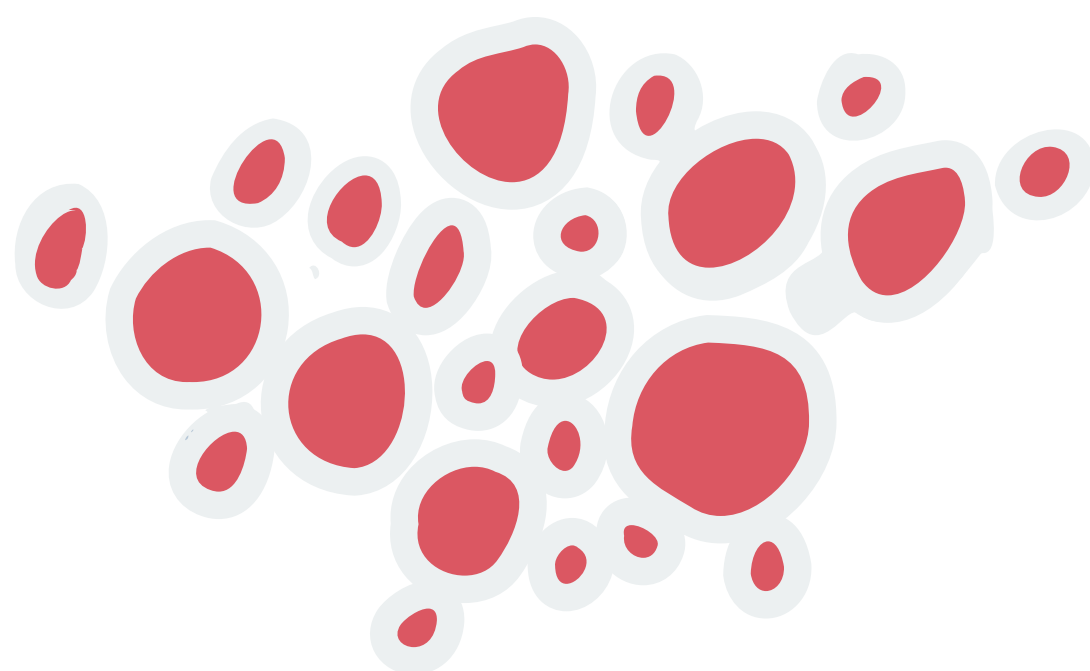
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. 	September 2023	Executive Leader People & Culture
	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	August 2023	Lead Learning & Development Specialist
6 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. 	October 2023	Executive Leader People & Culture
	<ul style="list-style-type: none"> Increase staff members' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	May 2023	Executive Leader People & Culture
7 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Raise awareness and share information amongst our staff about the meaning of NAIDOC Week. 	June 2023	General Manager Marketing, Communications & Brand
	<ul style="list-style-type: none"> Introduce our staff to NAIDOC Week by promoting external events 	First week in July 2023	General Manager Marketing, Communications & Brand
	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	First week in July 2023	Executive Leader People & Culture



Opportunities



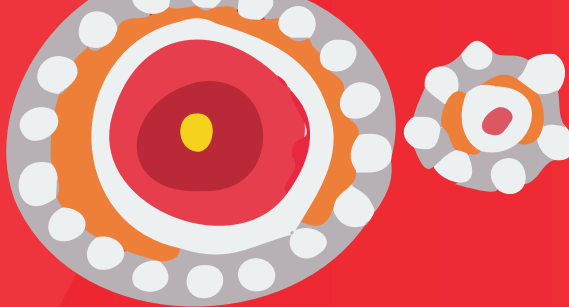
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation. 	September 2023	Executive Leader People & Culture
	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	September 2023	Executive Leader People & Culture
9 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses. 	October 2023	Executive Leader Risk, Safety & Commercial
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	October 2023	Executive Leader Risk, Safety & Commercial



Governance



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10 Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Form a RWG to govern RAP implementation. 	February 2023	Executive Leader People & Culture
	<ul style="list-style-type: none"> Draft a Terms of Reference for the RWG. 	February 2023	Executive Leader People & Culture
	<ul style="list-style-type: none"> Establish Aboriginal and Torres Strait Islander representation on the RWG. 	February 2023	Executive Leader People & Culture
11 Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	February 2023	Executive Leader People & Culture
	<ul style="list-style-type: none"> Engage senior leaders in the delivery of RAP commitments. 	March 2023	Executive Leader People & Culture
	<ul style="list-style-type: none"> Define appropriate systems and capability to track, measure and report on RAP commitments. 	March 2023	Executive Leader People & Culture
12 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> 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 2023	Executive Leader People & Culture
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire. 	1 August 2023	Executive Leader People & Culture
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	30 September 2023	Executive Leader People & Culture
13 Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	November 2023	Executive Leader People & Culture



**For enquiries about our Reconciliation Action Plan
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