



RECONCILIATION
ACTION PLAN

INNOVATE

Launçhpad
YOUTH COMMUNITY

Innovate Reconciliation Action Plan

November 2022 – November 2024





Launchpad Youth Community acknowledges the Gadigal people of the Eora Nation, whose land on which we operate.

We pay respects to Elders past, present and emerging and give thanks for the thousands of years of protection of these lands.

We endeavour in all our work to uphold the human rights of Aboriginal and Torres Strait Islander people.

We wish to acknowledge that sovereignty was never ceded.

Always was, always will be, Aboriginal land.

ABOUT THE ARTWORK

The artwork I have done is called Along Our Shores in recognition of the location in which Launchpad operates out of which is on Gadigal Land.

The artwork explores the importance and the connection of our people to the ocean and all the inner workings of our ecosystems and the connections and ties that link us all to the Lands. It is crucial we understand such connections to the land in order to preserve and thrive especially towards bodies of water as it is a source of pure life. Water is in us, is around and is what all living things need to survive.



ABOUT THE ARTIST



Artist Taela Grace Douglass Fernando

I am Taela Grace Douglass Fernando and I am a Barkindji woman from north western New South Wales. I grew up in and around the Aboriginal community in Redfern and Waterloo as well as spending most of my childhood travelling back and forth between Sydney, Dubbo and Bourke.

Growing up art was and still is a huge part of who I am and how I communicate with people. It helped me become more connected with my culture and my identity.



A MESSAGE FROM THE CEO RECONCILIATION AUSTRALIA



Reconciliation Australia commends Launchpad Youth Community Inc. (Launchpad) on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Launchpad to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Launchpad will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation

and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Launchpad is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Launchpad's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Launchpad on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



OUR VISION FOR RECONCILIATION

Our vision for reconciliation is that Aboriginal and Torres Strait Islander peoples of this Country will be restored to a place of equity, dignity, and respect.

We acknowledge a history of hurt and are committed to a future of healing. Launchpad actively supports First Nations young people to achieve their goals and aspirations.

OUR BUSINESS



Sydney Young Parents Program

Launchpad Youth Community Inc. (Launchpad) is a Specialist Homelessness Service (SHS) supporting young people and their families who are homeless or at risk of homelessness in the City of Sydney. Launchpad provides a wide range of services and opportunities to enhance young people's capacity so they can participate, engage, and belong in the community.

Launchpad is responsible for leading a number of DCJ and City of Sydney funded projects including the Sydney Youth Homelessness Hub, The Sydney District Young Parents Program, assertive outreach to rough sleepers and a Brokerage Program supporting 21 city-based youth, SHS and health services.

The Sydney Youth Homelessness Hub (SYHH) is a partnership with the Noffs Foundation targeting young people aged 16-25 who are experiencing homelessness or at risk of homelessness in the City of Sydney LGA. The program aims to support young people to exit homelessness (going home) or sustain functioning living arrangements (staying home).

The Sydney District Young Parents Program is a partnership with Good Shepherd and YWCA, targeting young parents and their dependents who are experiencing homelessness or at risk of homelessness in the Sydney District. The program supports young families to exit homelessness (going home) or sustain functioning living arrangements (staying home). The program also provides parent education, child development and assists with child and family restoration.

The Launchpad Brokerage program is vital to much of the organisation's work, providing financial

support to achieve housing outcomes and other case management goals. In 2015 the City of Sydney committed to providing Launchpad with \$200,000 per year to extend the Brokerage program. As a result, Launchpad has been able to establish working arrangements with other government and not for profit organisations in the City of Sydney area to ensure wrap around support for clients. In return these partner agencies can access Brokerage funds for their clients. Over 416 unique clients have received Brokerage from June 2020 to June 2021, over 50% of these clients identified as Aboriginal and/or Torres Strait Islander people.

Launchpad also provides assertive outreach to young people who are rough sleeping in the City of Sydney in partnership with the City of Sydney, DCJ, Innari Housing, Mission Australia, NSW Health, NEAMI National, Aboriginal Corporation for Homelessness and Rehabilitation Services, Patchwork NSW, The Station Limited and Wayside Chapel. The program ensures the most vulnerable young people experiencing primary homelessness in the city of Sydney are provided with pathways to support and safe accommodations.

The Launchpad office is located in Erskineville, on Gadigal and Wangal land. Launchpad has 11 staff members, consisting of the Executive Officer, Manager Casework Team, Finance Officer, office Manager and 7 Outreach Case Managers. Two of our Case Managers identify as First Nations people; one of whom is working on the SYHH program and one on the Young Parents program. Both Case Managers are also members of our RAP working group.

OUR RAP

Launchpad has a strong working relationship with Aboriginal and Torres Strait Islander communities. All our programs have a large proportion of Aboriginal and Torres Strait Islander young people utilising them, mostly exceeding 40% of the total client base. Launchpad has employed Aboriginal and Torres Strait Islander staff and works in partnership with several Aboriginal Services. Launchpad recognises the importance of honouring First Nations people.

We are committed to continuing the development of our ongoing relationships through the implementation, learnings, and achievements of our RAP. The Launchpad RAP working group consists of two Board Members; 1 of whom identifies as being a First Nations person, the Executive Officer, Manager Casework Team and two Outreach Case Managers, who both identify as First Nations people.

The development of our Plan was undertaken with involvement by all Launchpad staff and the Board. The RAP implementation will be overseen by the Launchpad Executive Officer. Ongoing review and support will be championed by the RAP Working Group.

The implementation of the Reflect RAP 2020-21 led to increased participation in local cultural activities and events, an increase in cultural awareness training for staff and Board members and policy and practice changes that inform the way we work with First Nations clients and community. We implemented the practices outlined for recruitment in our previous RAP. In 2022 Launchpad recruited both an Aboriginal and Torres Strait Islander Board member and two Outreach Case Managers.



Sydney Youth Homelessness Hub

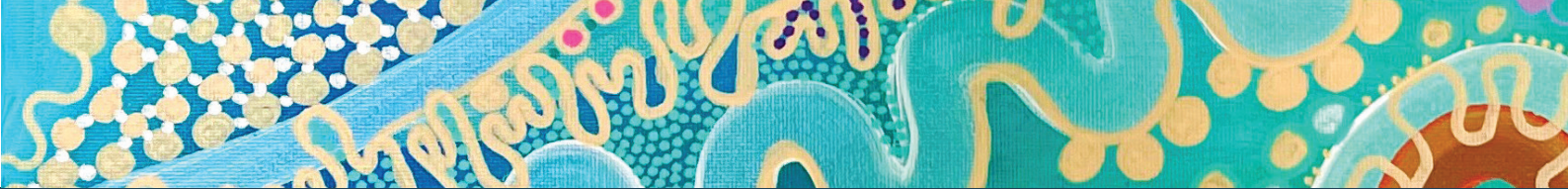
RELATIONSHIPS

Trusting relationships are essential when working with Aboriginal and Torres Strait Islander stakeholders, communities and organisations. Launchpad is committed to developing respectful and meaningful relationships at every level of the organisation.

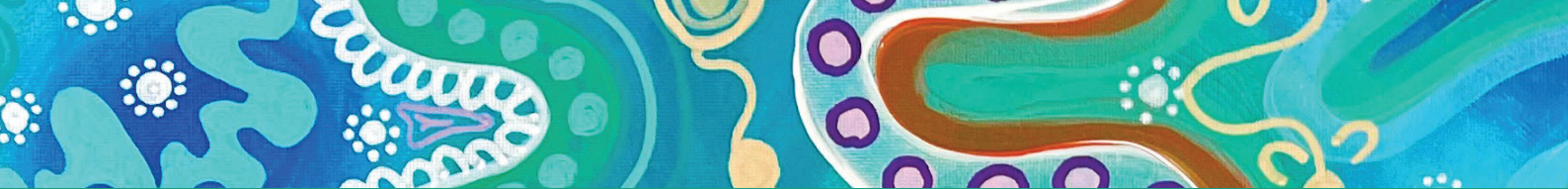
FOCUS AREA:

Fostering engagement in reconciliation across the organisation and increasing external engagement with First Nations organisations and community.

ACTION	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.		
1.1 Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	June 2023	Manager Casework Team
1.2 Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2023	Executive Officer
1.3 Increase the number of First Nations organisations accessing Launchpad programs; specifically, Brokerage, the Young Parents Program and the Sydney Youth Homelessness Hub.	June 2023	Manager CWT
2. Build relationships through celebrating National Reconciliation Week (NRW).		
2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023, 2024	RAP WG Case Manager
2.2 RAP Working Group members to participate in an external NRW event.	27 May- 3 June 2023, 2024	Manager CWT
2.3 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, 2024	Manager CWT
2.4 Register all our NRW events on Reconciliation Australia's NRW website .	April 2023, 2024	Office Manager
2.5 Organise at least one NRW event each year.	27 May- 3 June 2023, 2024	RAP WG Case Manager
2.6 Maintain dedicated budget for NRW activities.	30 June 2023, 2024	Executive Officer



ACTION	TIMELINE	RESPONSIBILITY
3. Promote reconciliation through our sphere of influence.		
3.1 Develop and implement a staff engagement strategy to engage and raise awareness of reconciliation across our workforce.	June 2023	Executive Officer
3.2 Communicate our commitment to reconciliation publicly.	January 2023, 2024	RAP WG Case Manager
3.3 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	February 2023	Executive Officer
3.4 Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	March 2023, 2024	Executive Officer
4. Promote positive race relations through anti-discrimination strategies.		
4.1 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	January 2023	RAP WG Board member
4.2 Develop, implement, and communicate an anti-discrimination policy for our organisation.	November 2022	Board member
4.3 Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	December 2022	RAP WG Case Manager
4.4 Continue to educate senior leaders on the effects of racism.	November 2022	RAP WG Case Manager



RESPECT

At Launchpad respect is one of our key values. We treat people as we expect to be treated, offering acceptance and support in the face of life's challenges. We respect each other and acknowledge the diversity of our colleagues, clients, and community. We collaborate proactively with other organisations and the wider community. All staff will continue to uphold a spirit of humility and a willingness to understand and learn about Aboriginal and Torres Strait Islander cultures now and in the future.

FOCUS AREA:

Demonstrate respect for Aboriginal and Torres Strait Islander peoples and cultures through our actions, words and commitments.

ACTION	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.		
5.1 Conduct a review of cultural learning needs within our organisation.	Review August 2023, 2024	EO
5.2 Provide opportunities through online annual cultural awareness training for RWG members, Board members and staff to participate in formal and structured cultural learning.	September 2023, 2024	EO
5.3 Develop, implement, and communicate a cultural learning strategy for our staff.	June 2023	Manager CWT
5.4 Consult with local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	June 2023	EO
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.		
6.1 Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Review September 2023, 2024	RAP WG Case Manager
6.2 Implement, review and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	November 2022	RAP WG Board member
6.3 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	November 2022	EO
6.4 Include an Acknowledgement of Country or other appropriate protocols on the Agendas and at the commencement of all Team and Board meetings.	Review July 2023	EO



ACTION	TIMELINE	RESPONSIBILITY
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.		
7.1 Ensure staff to participate in an external NAIDOC Week event.	First week in July 2023, 2024	RAP WG Case Manager
7.2 Promote and encourage participation in external NAIDOC events to all clients, staff and Board members.	First week in July 2023, 2024	EO
7.3 Ensure all staff to participate in NAIDOC Week Hall of Fame activity.	July 2023, 2024	EO
7.4 RAP Working group to participate in an external NAIDOC Week event.	First week in July 2023, 2024	EO
7.5 Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	March 2023	EO



OPPORTUNITIES

Launchpad believes Aboriginal and Torres Strait Islander people should enjoy a quality of life with every opportunity to succeed. As a provider in youth services, housing and programs for young families, we recognise and respect First Nations peoples. The reconnection of a healthy Aboriginal and Torres Strait Islander young person within a supportive community is one of the primary goals of our work.

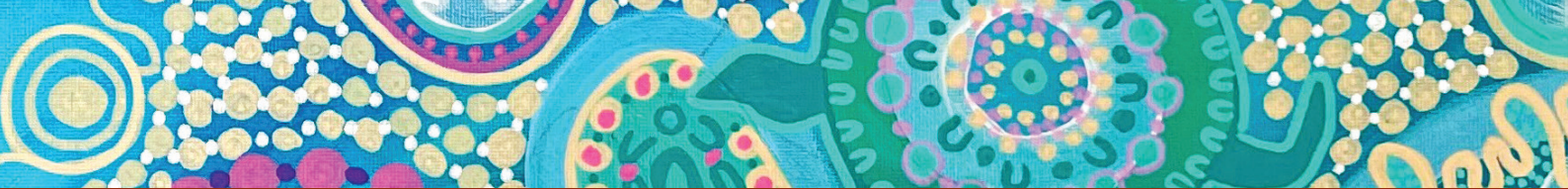
FOCUS AREA:

Proactive recruitment, skills development and training for Aboriginal and Torres Strait Islander staff at all levels of the organisation

ACTION	TIMELINE	RESPONSIBILITY
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.		
8.1 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2022	EO
8.2 Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy.	February 2023	EO
8.3 Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	March 2023	EO
8.4 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Review December 2022	EO
8.5 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	February 2023	Board member
8.6 Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workplace and the SHS sector.	December 2022	EO
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.		
9.1 Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	January 2023	EO
9.2 Investigate Supply Nation membership.	November 2022	EO
9.3 Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Review March 2023	Manager CWT



ACTION	TIMELINE	RESPONSIBILITY
9.4 Continue to update and communicate to staff and partners a list of First Nation's businesses that can be accessed to procure goods and services, particularly in the use of brokerage funds.	Review March 2023	Manager CWT
9.5 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Review March 2023	EO
9.6 Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Review June 2023	EO
10. Investigate areas for improvement to ensure our client service is culturally safe towards Aboriginal and Torres Strait Islander employees and clients.		
10.1 Host a Youth Forum with former and current Aboriginal and Torres Strait Islander clients to obtain client input for the development of a Client Cultural Safety Survey.	August 2023	RAP WG Case Manager
10.2 Develop and distribute our Client Cultural Safety Survey to all staff and clients.	September 2023	EO
10.3 Implement Client Cultural Safety Survey with former and current Aboriginal and Torres Strait Islander clients to assess Launchpad's practice and identify any areas for improvement in the provision of culturally appropriate support.	September 2023	Manager CWT



GOVERNANCE

ACTION		TIMELINE	RESPONSIBILITY
11. Establish and maintain an effective RAP Working group (RWG)			
11.1	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	November 2022, 2023, 2024	EO
11.2	Establish and apply a Terms of Reference for the RWG.	December 2022	Board Member
11.3	Meet at least four times per year to drive and monitor RAP implementation.	February, May, August, November 2022, 2023, 2024	EO
12. Provide appropriate support for effective implementation of RAP commitments.			
12.1	Define resource needs for RAP implementation.	November 2022	EO
12.2	Engage our senior leaders and other staff in the delivery of RAP commitments.	February, May, August, November 2022, 2023, 2024	EO
12.3	Define and maintain appropriate systems to track, measure and report on RAP commitments.	June, September, December, March 2022, 2023, 2024	EO
12.4	Appoint and maintain an internal RAP Champion from senior management.	June 2023, 2024	EO



ACTION

TIMELINE

RESPONSIBILITY

13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

13.1	Report RAP progress to all staff and senior leaders quarterly.	February, May, August, November 2022, 2023, 2024	Manager CWT
13.2	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, 2024	EO
13.3	Publicly report our RAP achievements, challenges and learnings at the AGM.	November 2022, 2023, 2024	RAP WG Case Manager
13.4	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	November 2024	EO
13.5	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	August 2023, 2024	EO
13.6	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2023, 2024	EO
13.7	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	EO

14. Continue our reconciliation journey by developing our next RAP.

14.1	Register via Reconciliation Australia's website to begin developing our next RAP.	May 2024	EO
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Contact details



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