

3BRIDGES COMMUNITY

INNOVATE RAP 2015-2017



ARTWORK STATEMENT

'Growing Communities' was purchased by Keystone Community Solutions in 2012. Used by permission of artist Tracie McNally (Cooley).

Tracie McNally (Cooley) is a Yuin woman with strong family ties in the La Perouse Aboriginal Community and a long time Sutherland Shire resident. Tracie's work reflects her Aboriginality through her Grandfather who was a respected Yuin elder who taught her the importance of culture and connections.



INNOVATE

Reconciliation Action Plan

Our vision for reconciliation

To enhance our knowledge and understanding of Aboriginal and Torres Strait Islander peoples, histories, cultures, and goals for the future and to enable 3Bridges Community to better engage with Aboriginal and Torres Strait Islander communities. 3Bridges will look for opportunities to work together to provide services, information and understanding.

Our business

3Bridges Community was formed in July 2014 as a result of a merger between three local community organisations in southern Sydney; Keystone Community Solutions, Pole Depot Community Centre and Menai Community Services. Our mission is to be a life long partner for the community – one that is there every step of the way, helping navigate life's challenges and helping to realise opportunities. In doing so we build happier, healthier, connected, educated and enriched communities. 3Bridges Community operates from seven office locations in South East Sydney.

We help the community navigate key transitions through life, tackling challenges and realising opportunities. In turn we build happier, healthier, connected, educated and sustainable communities, where everyone – both the young and old – can thrive in their local community environment and become global citizens. We are champions of community partnerships and working together with many people in order to get ahead. We promote an inclusive environment where all people and stakeholders feel respected, listened to and valued.

We have a unique and valuable role: over the last 35 years we have built up four community centres, the most diverse range of Community Care services in the St George and Sutherland Shire areas and into south east Sydney, children's and youth services, volunteer support and training services. From the very beginning we provided information and referral services to the community. We are an independent, not-for-profit, community organisation that receives core funding from the Commonwealth and NSW Governments. We are also generously supported by local government and local registered clubs. We provide locally relevant information, services, programs and products to over 12,000 individuals annually. We achieve this with a committed team of 120 employees, one of which identifies as an Aboriginal employee, and 300 volunteers. 3Bridges operates across South East Sydney out of 8 work sites in Carss Park, Hurstville, Arncliffe, Mortdale, Penshurst, Menai, Marrickville and Gymea.

Our vision is 'People Living in Connected and Enriched Communities' and Our Purpose is 'Building a sustainable and responsive organisation to

support communities and enrich people's lives'. We believe that every person deserves access to support, solutions, networks and skills that will help them get ahead in a fast-moving world and we are innovative in our leadership and in the solutions that we design and develop to do this.

We run a number of programs. Some are focused on education and training, support and personal development, or social activities. We aim for a spirit of openness and welcoming attitudes. Our services are for all people of all ages including children and families, youth, adults and more senior members of the community. We do this by providing:

- A range of community care support services
 - Domestic assistance
 - Social support – individual and group
 - Meal services
- Home modifications and maintenance services
- Support services in people's homes and at community venues
 - Dementia day care
 - Stroke support groups
 - In-home respite for carers and new parents
- Volunteer recruitment and training services
- Industry training services
 - Registered Training Organisation 41056 providing Nationally Accredited Training
 - Funded training for home and community care workers and customised training for community organisations
- Information and referral to community services
- Children's and youth services
- Community building activities through our Community Centres.
 - Leisure and recreational activities e.g. English classes, mindfulness, walking groups, exercise classes, Men's Shed, craft groups, choir.
 - Children's school holiday programs
 - Justice of the Peace and Tax Help services
 - Harmony Day, NAIDOC Week, Mental Health Week activities and celebrations
- Carer support services

Our RAP

The Reconciliation Action Plan is about organisations from every sector turning good intentions into real actions and rising to the challenge of reconciling with Australia's First Peoples. Our RAP uses a holistic approach to create meaningful relationships, enhance respect and promote sustainable opportunities for Aboriginal and Torres Strait Islander Australians. As a community organisation operating in South East Sydney where there are a large number of Aboriginal and Torres Strait Islander residents, it is important that all our staff have the necessary skills, knowledge and attitudes to provide culturally sensitive and appropriate services. This is an identified need in this region.

Our Innovate RAP builds on the work we have done over the past 2 years during the implementation of our Reflect RAP.

Some of the highlights of this were:

- Strong partnership with Kurranulla Aboriginal Corporation, which is a drop in centre for local Aboriginal and Torres Strait Islander Community living in the Sutherland Shire and St George areas. This partnership involved the display and sale of their artworks, attendance at the Southern Sydney Koori Interagency meeting hosted by Kurranulla, attendance at cultural awareness training, attendance at each other's events and activities, and joint funding submissions for mutually beneficial projects.
- Increased knowledge and understanding across the organisation of the histories, cultures and current challenges for Aboriginal and Torres Strait Islander peoples.
- Acknowledgement of Traditional Custodians were included at the start of all meetings and functions
- Aboriginal and Torres Strait Islander flags and artwork are displayed at every work site.
- Launch of Aboriginal Artwork project during National Reconciliation Week, 2015, which included display and sale of Kurranulla client artworks across all our sites. The launch was hosted at Menai Community Centre, with a bush tucker lunch provided by a local Aboriginal business.
- Held events during National Reconciliation Week
- An Aboriginal trainee was employed as a permanent member of staff after the successful completion of her traineeship with 3Bridges
- Sharing resources, books, research, DVDs to educate members of the RAP Working Group about Aboriginal and Torres Strait Islander cultures, and contemporary issues.
- NAIDOC week 2015 was celebrated across all sites. During NAIDOC Week, the Children's Services department visited The Rocks to learn about Aboriginal history of the area prior to colonisation, The Arncliffe Community Centre staff hosted Aboriginal and Torres Strait Islander artwork activities for children facilitated by a local Elder, and three sites each hosted hands on activities for staff to be actively engaged in the celebration.

Opportunities

- Whilst we have a keen core group of staff on the RAP working Group, we are now looking to expand this group to include new members of staff in various work sites and the wider community.
- Support at the highest levels, both staff and Board, continues to grow through regular presentations at Board and Staff Meetings.
- Allocation of resources from Board has been secured for the next 2 years. Working with other reconciliation groups in the area, such as

Sutherland Shire Reconciliation Group and the four local Councils, Rockdale, Kogarah, Hurstville and Sutherland.

- There is a widespread commitment to this process from most sections of the organisation. We plan to build on this over the next 2 years to consolidate the work done to date. We are working with 4 local Councils who are keen to have 3Bridges Community assist them in developing their own Aboriginal Strategies and/or RAPs. We will meet with councils in the next 12 months to discuss strategies.

Our Innovate RAP has been developed to enhance our knowledge and understanding of Aboriginal and Torres Strait Islander peoples, histories, cultures, and goals for the future, to enable 3Bridges Community to better engage with Aboriginal and Torres Strait Islander peoples and communities. Our RAP has received significant support from the Board, the CEO and RAP working group. In its development, it is supported by the 3Bridges Community Chief Executive Officer, Rosemary Bishop, our organisation's RAP champion. The RAP working group have been meeting monthly since November 2013 to develop and implement the 3Bridges Community RAP.

3Bridges staff involved in the RAP Working Group include:

- Rosemary Bishop, CEO
- Marilou Bombardieri – Home Modification Administration,
- Mary Carolan – Community Care Service Administrator,
- Mirrinda McKenzie – Training Administrator, and Aboriginal staff member
- Rhiannon Venables – Children Services Coordinator – Narwee,
- Traci Sii – Manager Youth services and
- Leanne Trindall – Aboriginal Sector Development Officer for St George and Sutherland Shire and local Aboriginal community member.

3Bridges Community Limited

Reconciliation Action Plan for the Years 2015-2017

Relationships

At 3Bridges, we embrace change and initiate opportunities to build better relationships with everyone. Strong relationships between Aboriginal and Torres Strait Islander peoples and other Australians based on understanding and respect will mean more effective service provision to our whole community. It's about being inclusive and embracing our shared heritage. It is part of our core business to provide activities, support and services to Aboriginal and Torres Strait Islander peoples and provide them with a VOICE, as reflected in our values:

Vibrant – by being energetic and engaging

Openness – by being welcoming, honest and transparent

Innovation – in driving new ideas, opportunities to build a better community

Collaboration – by embracing new ideas, teamwork and partnerships

Excellent – through being recognised as leaders in the community.

Action	Responsibility	Timeline	Target
1. The RAP Working Group (RWG) continues to actively monitor RAP development, including implementation of actions, tracking progress and reporting.	CEO	November 2015 February, April, June, August, October, 2016, 2017 February, May, July, October, 2016, 2017	<ul style="list-style-type: none"> RWG oversees the development, endorsement and launch of the RAP. RWG to meet 5 times a year to monitor RAP progress Provide quarterly updates to staff on RAP progress.

<p>2. Celebrate NRW by providing opportunities for Aboriginal and Torres Strait Islander employees and other employees to build relationships.</p>	<p>CEO</p>	<p>27th May- 3rd June, 2016, 2017</p>	<ul style="list-style-type: none"> • Organise at least one internal NRW event each year. • Invite Aboriginal and Torres Strait Islander Elders and artists, 3Bridges Community staff/volunteers and other Reconciliation Groups to the 3Bridges NRW event. • Order NRW posters to display at all sites • Encourage staff to attend an external NRW event • Register 3Bridges NRW event on Reconciliation Australia website
<p>3. Establish relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to enhance our reconciliation journey.</p>	<p>CEO</p>	<p>November 2015 November 2015 February 2016</p>	<ul style="list-style-type: none"> • Develop a list of Aboriginal and Torres Strait Islander organisations. • Develop a list of Aboriginal and Torres Strait Islander community workers, to consult on best practice initiatives. • Develop relationships with local Aboriginal and Torres Strait Islander peoples and communities by organising at least two meetings per year.
<p>4. Establish relationships with RAP community organisations to collaborate on future RAP initiatives.</p>	<p>CEO</p>	<p>November 2015 February 2016 February 2016 February 2016 November 2016</p>	<ul style="list-style-type: none"> • Invite Sutherland Shire Reconciliation group to a 3Bridges RAP meeting • Develop a list of organisations/groups that provide services to Aboriginal and Torres Strait Islander peoples • Invite Chair of Southern Sydney Koori Interagency (SSKI) to a 3Bridges RAP meeting to talk about possible collaboration on mutually beneficial projects. • Develop a list of services in St George/Sutherland area that have RAP and make contact with them. • Partner with other agencies to learn more about providing support to Aboriginal and Torres Strait

			Islander peoples in our region, such as Benevolent Society, Sutherland Shire Reconciliation Action Group and Councils
5. Work with local government councils across the region to support Reconciliation activities	Community Care Service Administrator,	June 2016 June 2016	<ul style="list-style-type: none"> • Contact local councils about working together for reconciliation. • Contact local councils to be put on mailing lists for reconciliation activities

Respect			
<p>Respect for the whole community, including for Aboriginal and Torres Strait Islander peoples is important because it underpins everything we do at 3Bridges. We need to be aware of cultural and historical issues that may prevent people accessing our services, and the importance of consultation to fully understand real, not perceived, needs. We value equity of access to our services and we acknowledge the all our premises sit on Aboriginal land.</p>			
Action	Responsibility	Timeline	Target
1. Engage employees in understanding the protocols around Acknowledgement of Country and Welcome to Country ceremonies to ensure there is shared meaning behind the ceremonies.	CEO	November 2015, 2016, 2017 February, May, October 2016, 2017 November 2015 January 2016 February 2016 February, May, July,	<ul style="list-style-type: none"> • Invite a Traditional Owner to provide a Welcome to Country at significant events including the 3Bridges Conferences. • Acknowledgment of Country to be included at all other events. • Update 3Bridges meeting agenda templates to include an Acknowledgement of Country • Develop, implement and communicate an Aboriginal and Torres Strait Islander cultural protocol document for our organisation.

		October 2016, 2017	<ul style="list-style-type: none"> • Develop a list of contacts for organising a Welcome to Country. • Include an Acknowledgement of Country at the commencement of important internal meetings.
2. Engage employees in cultural learning to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories, and achievements. .	CEO	March 2016 March 2016 June 2016	<ul style="list-style-type: none"> • Provide opportunities for RWG members, RAP Champions, HR managers and other key leadership to participate in cultural training. • Develop and pilot a cultural awareness training strategy that addresses the different learning needs of staff throughout the organisation. • Encourage all staff to complete the Share Our Pride online tool.
3. Provide opportunities for Aboriginal and Torres Strait Islander employees to engage with culture and community through NAIDOC Week events.	Learning and Development Coordinator	May, 2016, 2017. July, 2016, 2017 July 2016, 2017 July, 2016, 2017	<ul style="list-style-type: none"> • Contact local NAIDOC Week committee to discover events in our community. • Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week. • Provide opportunities for Aboriginal and Torres Strait Islander employees to participate in local NAIDOC Week events. • Encourage staff to participate in NAIDOC Week activities.
4. Engage staff in additional Aboriginal and Torres Strait Islander cultural learning activities.	CEO & Aboriginal Sector Development Officer	March 2016, 2017 July 2016 July 2016, 2017	<ul style="list-style-type: none"> • Engage local Elders to teach staff about the history of the area where 3Bridges sites are located. • Youth services to visit library to research local Aboriginal and Torres Strait Islander history • Children's services to organise trip for vacation care staff to visit the Rocks to learn about

		July 2016	Sydney prior to European settlement <ul style="list-style-type: none"> Investigate cultural immersion programs for 3Bridges staff.
		July 2016	

Opportunities			
<p>Aboriginal and Torres Strait Islander peoples and cultures are a significant part of Australia's history and culture. We seek opportunities to support the cultural development of Aboriginal and Torres Strait Islander peoples in our region, as well as providing a framework for increased opportunities and relationships. Creating opportunities for Aboriginal and Torres Strait Islander peoples is important to 3Bridges because it fits our values which are Vibrant, Openness, Innovative, Collaboration and Excellence (VOICE). We provide opportunities Aboriginal and Torres Strait Islander peoples to provide input into the types of support and services that can build and engage their communities.</p>			
Action	Responsibility	Timeline	Target
1. Investigate opportunities to increase Aboriginal and Torres Strait Islander employment.	CEO	November 2015 November, 2015 November 2015 November 2015 October 2016	<ul style="list-style-type: none"> Amend HR policies to ensure all vacancies are advertised in Aboriginal and Torres Strait Islander media. Review and update HR procedures and policies to address any barriers to Aboriginal and Torres Strait Islander employees. Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development. Pilot different approaches to increasing Aboriginal and Torres Strait Islander employment within 3Bridges (this may include training pathways, apprenticeships, internships, cadetships, work experience). Develop an Aboriginal and Torres Strait Islander employment and retention strategy.

<p>2. Investigate opportunities to increase Aboriginal and Torres Strait Islander supplier diversity.</p>	<p>CEO</p>	<p>November, 2015</p> <p>November 2015</p> <p>November, 2015, 2016, 2017</p> <p>December 2015</p> <p>March 2016</p> <p>March , 2016, 2017</p>	<ul style="list-style-type: none"> • Review procurement policies to ensure there are no barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. • Investigate becoming a member of Supply Nation. • Use Supply Nation to source contractors for 3Bridges services. • Develop at least one commercial relationship with an Aboriginal and Torres Strait Islander business. • Educate staff about using Aboriginal and Torres Strait Islander businesses. • Use local Aboriginal and Torres Strait Islander catering service to provide catering for events and functions such as the 3Bridges NRW event.
<p>3. Support the professional development of Aboriginal and Torres Strait Islander students.</p>	<p>CEO</p>	<p>November 2015</p> <p>January 2016, 2017</p> <p>March 2016</p> <p>May 2016</p> <p>May 2016</p>	<ul style="list-style-type: none"> • Form partnerships with Gynea TAFE, Kogarah TAFE, and EORA TAFE College • Award a scholarship to an Aboriginal and/or Torres Strait Islander student for a nationally accredited course each year for courses offered by 3Bridges RTO • Contact local high school Aboriginal Liaison Officers to explore opportunities to partner in school and community programs • Develop a work experience program for Aboriginal and Torres Strait Islander high school students. • Engage with Career Trackers to recruit Aboriginal and Torres Strait Islander interns.

<p>4. Collaborate with Aboriginal and Torres Strait Islander organisations to improve service delivery to Aboriginal and Torres Strait Islander youth.</p>	<p>Manager, Youth Services</p>	<p>June 2016 August 2016 August 2016</p>	<ul style="list-style-type: none"> • Youth team to follow up on ideas to work with other services during vacation and School holiday programs • Meet with WEAVE Manager to discuss opportunities to work together. • Conduct joint activities with service for Aboriginal and Torres Strait Islander peoples, such as Youth Zone visits between youth groups of La Perouse and Hurstville
<p>5. Work with local Aboriginal Education Council (AEC) group to build links between Aboriginal and Torres Strait Islander school students and 3Bridges children and youth services; build trust in 3Bridges in order to improve educational outcomes for young Aboriginal and Torres Strait Islander people within our community; and to encourage them to feel confident in approaching us to access our services</p>	<p>Aboriginal Sector Development Officer</p>	<p>November 2015 June 2016</p>	<ul style="list-style-type: none"> • Make contact with local Aboriginal Education Council • Invite AEC to 3Bridges RAP Meeting to discuss their role and opportunities to partner in educational activities and programs
<p>6. Recruit an Aboriginal and/or Torres Strait Islander person to the 3Bridges Board</p>	<p>CEO</p>	<p>October 2016 June 2016</p>	<ul style="list-style-type: none"> • Post an expression of interest in Koori Mail for a Board Member • Contact Southern Sydney Koori Interagency for expressions of interest

Tracking progress and reporting			
Action	Responsibility	Timeline	Target
1. Report achievements, challenges and learnings to Reconciliation Australia for inclusion in the RAP Impact Measurement Report.	CEO	September 2016, 2017,	<ul style="list-style-type: none"> Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.
2. Assess and report progress on RAP implementation	CEO	July 2016, 2017 October, January, April July 2015, 2016, 2017 October 2016, 2017	<ul style="list-style-type: none"> Conduct staff survey annually to determine progress on whether the RAP has been successful in developing knowledge and understanding of access and equity issues for Aboriginal and Torres Strait Islander communities. Report quarterly to Board on implementation of RAP actions. Provide an Annual Report to Reconciliation Australia on 3Bridges RAP progress Investigate opportunities to publically report on RAP progress.
3. Track cultural safety across all 3Bridges sites	CEO	March 2016 May 2016 July 2016	<ul style="list-style-type: none"> Develop an audit tool for managers to use to assess whether cultural safety principles are adopted and applied across all 3Bridges services. Conduct audit across all sites. Report findings to staff and Board
4. Review, refresh and update RAP	Training Administrator, Community Care Service Administrator,	September 2017 December 2017	<ul style="list-style-type: none"> Liaise with Reconciliation Australia to develop a new RAP based on learnings, achievements and challenges Submit draft RAP to Reconciliation Australia for formal endorsement

Contact details
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