

RECONCILIATION ACTION PLAN

INNOVATE

September 2021 - September 2023



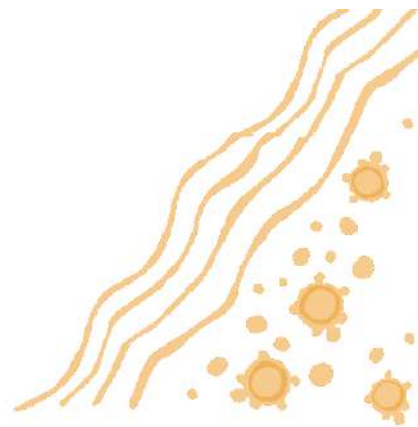
RECONCILIATION
ACTION PLAN

INNOVATE

hart
services

HART Services acknowledges and respects the Bundjalung Nation, Traditional Custodians of the land on which we work and live.

The Aboriginal artwork to the right, featured in our logo, was created by former staff member and now HART board member Barrie Jenkins. Barrie has lived in the Lismore community for more than 20 years and being a Bundjalung woman, brings local cultural knowledge to HART, helping us better connect with First Nations people.



It represents the communities of Muli Muli, Bonalbo, Jubullum, Box Ridge and the rivers that flow through the Northern Rivers Region: the Clarence, Rocky, Richmond and Wilson.



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OUR VISION FOR RECONCILIATION

That Aboriginal and Torres Strait Islander peoples across the Northern Rivers have equitable access to essential services, community participation, employment and training and can maintain their cultural connections, events and celebrations.



OUR BUSINESS

Home Assistance and Regional Transport Services (HART Services) is a strong sustainable not for profit, non-government organisation that facilitates independence, health, wellbeing and social participation with a focus on older people, people with disabilities, youth and special needs groups.

We are highly engaged with local and regional communities. Our team of 80+ volunteers and 60 staff deliver person-centred services across the Lismore, Kyogle and Richmond Valley local government areas.

HART's Head Office is located at Wollongbar, 13 Kilometres east of Lismore. Towns listed on the map to the right are locations HART Fleet vehicles provide service to and mark an approximate footprint for the HART service area.

The majority of services are coordinated through Head Office with Kyogle services coordinated by a branch office.

In 2019 HART delivered 40,000 trips and 6,584 hours of Social Support to 2,200 clients. Twenty-nine percent of outputs were provided to 600 Aboriginal clients. This reflects the extreme transport disadvantage in many Aboriginal Communities.

Volunteer hours average 500 a week.

HART has 5 staff and 1 volunteer who identify as Aboriginal and/or Torres Strait Islander people. HART is inclusive of all cultures and creates active pathways to our services and to employment.



SERVICES INCLUDE:

- Transport
- NDIS Services & Home Care Package service delivery
- Driver Instruction
- Travel Training

OUR BUSINESS

TRANSPORT is provided to: GPs, Specialists, Hospitals, Audiologist, Diabetes Educator, Exercise Physiologist, Dietician, Mental Health Worker, Occupational Therapist, Physiotherapist, Chiropodist, Chiropractic, Dentist, Osteopath, Psychologist, Speech Pathologist, Remedial massage, Naturopath, Acupuncture, Homeopathy and other places of importance.

HART provides transport to Aboriginal and Torres Strait Islander peoples across the HART geographical footprint of Kyogle, Lismore and Richmond Valley local government areas, however we work very closely with the communities of Muli Muli and Jubullum. Each of these communities is transport disadvantaged due to their location and distance from the nearest major town and services.

The Muli Bus runs each Friday to Lismore and/or Casino and the trip generally takes 1½ hours to travel each way across difficult roads. The community also uses the Muli bus extensively to take kids to sporting events and keep the community connected.

The Jubullum bus travels each Monday and Wednesday and is very flexible to meet community needs.

Transport is a key factor in developing the economics of local Aboriginal Communities. Mobility linkages allow people to seek and hold jobs, attend education and training, access Health Care and essential services and fully participate in community life.

NDIS and Home-Care Package services cover a range of flexible services for elderly and people with a disability to enhance their wellbeing and promote independence. We take great pride in providing services as individual as our clients. Services may include domestic assistance, meal preparation, personal care, social support and outings, shopping, allied health and clinical care.

Driving instruction is personalised with sensitive driver education and instruction provided in a fun and safe environment. Our in-house instructors and dual control vehicle ensure safety and security. This can particularly benefit people who experience barriers e.g. anxiety or who are from culturally and linguistically diverse backgrounds. People with a disability or Carers for people with a disability also enjoy our knowledgeable approach and support.



Travel-training is a FREE personalised service that provides guidance and support for anyone in the community wanting to access public transport services effectively, efficiently, independently and safely. Advice and planning skills are available to increase confidence while travelling on public transport. Assistance is provided with understanding timetables, purchasing fares and planning trips.

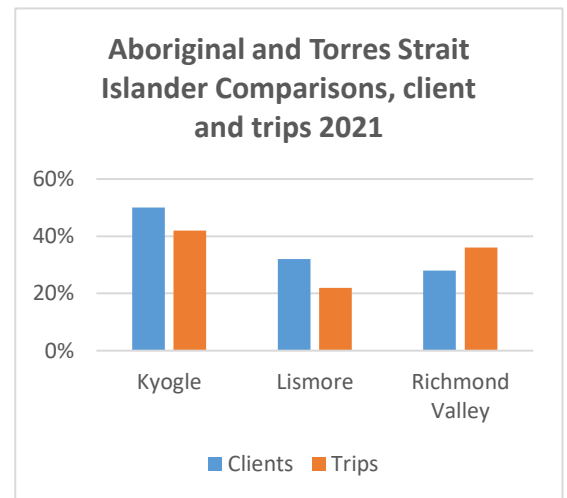
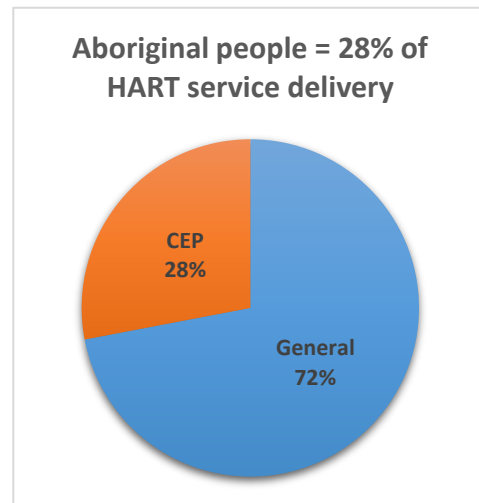
OUR BUSINESS

Transport is a core activity:

Tabulam has a population of 644, with 156 people, (24% of the population), identifying as Aboriginal (10 times higher than the State average). Additionally, nearby Jubullum has 461 people who identify as Aboriginal. This Community is serviced by HART Services and accesses facilities in the Richmond Valley and Lismore LGA's.

Bonalbo has a population of 543 with 7.5% of the population identifying as Aboriginal people. Both towns are extremely isolated and transport disadvantaged. Issues of limited public transport and extreme financial disadvantage are compounded by very low car and licence ownership. The median household income in Aboriginal and Torres Strait Islander families in these regions is generally below half of the weekly State average.

Distance compounds matters. Access to a Doctor or chemist necessitates a 60-70 kilometre trip to Casino, to access a major hospital or specialist often requires a trip to Lismore at over 100 kilometres one way. In 2021 Community Engagement trips comprised 28% of overall service delivery and HART Services are exceeding local demographics, with the majority of our clients coming from the identified communities in the Kyogle Shire, reflective of levels of disadvantage.



OUR BUSINESS

Community partnerships

HART has long established partnerships with local Aboriginal Communities including Muli Muli, Jubullum and Bonalbo. HART conduct regular consultations 'on-country' and Community Members are very involved in the decision making processes. Communities set the priorities, fees, resource management etc. There are cultural specific procedures to engage workers from within Community imbedded in the Aboriginal and Torres Strait Islander Employment and Retention Strategy. Services are delivered in a flexible manner that allows for Sorry-Time and other cultural events.

Transport issues are a major factor across the Northern Rivers, particularly in Aboriginal and Torres Strait Islander Communities. We are committed to creating equitable access and opportunities for all members of the local Communities. An Innovate RAP provides a structured framework with achievable goals. This formalises our existing culture and assists Board, staff, volunteers and customers to understand where we are and where we are heading.

OUR RECONCILIATION JOURNEY

HART Services completed a Reflect RAP in 2019 which formalised and enhanced cultural understanding and commitment throughout the organisation. Additionally, HART found undertaking a registered RAP lifts the organisations profile and builds trust and respect with like-minded external bodies.

Some of the highlights of our REFLECT RAP:

➤ Sharing the *Banaam Cultural Immersion Experience* introduced 21 HART personnel to connection with country as Banaam shared the beginning of the Echidna story-line. Banaam supports businesses to better understand their Aboriginal and Torres Strait Islander employees and Communities and to apply First Nations principles of relationship building, communication, mutual responsibility and non-hierarchical management structures. The workshop was dynamic, engaging and provided an easy to understand overview of Aboriginal and Torres Strait Islander cultural principles to assist HART in developing new ways of doing things. Every single participant enjoyed the day and learnt a lot.



- HART hosted a Reconciliation Day BBQ luncheon with 10 local Aboriginal seniors attending and 15 staff. We had a very productive yarn-up with great outcomes. It was pointed out that although everyone was of the Bundjalung Nation that there was various language groups in attendance, covering Wiyabl/Widjabul, Dunghutti, Watti-Watti, Wiradjuri, Gumbanti, and that in itself represented reconciliation.
- HART obtained funding to transport local Aboriginal Community members to Musgrave Park for the 2019 NAIDOC celebrations. For many people, old and young it was the first time they were able to attend the event held in Brisbane. 120 people were provided with free transport and it was a wonderful experience.

OUR RECONCILIATION JOURNEY



For the last 17 years HART Services have engaged respected Aboriginal Elders to provide representation on the Board of Management. Currently we are fortunate to have Aunty Maureen Logan on the Board. This assists HART to ensure culturally appropriate protocols are followed and that HART Services have cultural expertise and guidance in making decisions and considerations. Our Policy reflects that this position is a permanent requirement for the composition of the Board of Management.

Board Member Aunty Maureen is a Bundjalung woman who has lived on Coodjingburra country all her life and has vast personal and professional experience of people with disabilities. Aunty Maureen has extensive governance experience including current Board Membership and 8 years' involvement with First Peoples Disability Network. She brings to HART a great depth of cultural awareness and understanding of Aboriginal and Torres Strait Islander peoples, who are faced with the double disadvantage of disability.



OUR RECONCILIATION JOURNEY

The Reconciliation Action Plan Working Group is chaired by HART C.E.O Isaac Smith and comprises the following HART team members.

Isaac Smith: is the CEO of HART Services and RAP Champion, having been with the organisation for 8 years. He has also been on the local Council in Lismore City since 2008, serving as Mayor since 2016. He is a local to the region and loves living on Bundjalung country. Working closely with Aboriginal Elders across his working life has led to a deep respect for the continuing culture and kinship, acknowledging its vital role in our shared future.



Kyle Bell: Community Engagement Coordinator for HART Services identifies himself as a young Bundjalung Indigenous man born and bred in Lismore Northern NSW. Both his parents are Aboriginal peoples. Kyle has experience working with Community locally and abroad and is dedicated to improving transport services and connections in the region. Kyle will regularly attend the Local Communities and events to achieve this. Kyle has strong links to the Lismore, Coraki, Casino, and surrounding Community, and also has strong Christian beliefs. Kyle is a great role model and leader within his community, especially with the young Indigenous adolescents.



Margot Mair: Group Services manager, has been with HART Services for 19 years in a range of roles. She has an active interest in Aboriginal cultures and histories and is dedicated to ensuring equity and inclusion for Aboriginal and Torres Strait peoples, in both her workplace and community.



Karen Phillips: Administration Assistant, has been with HART Services for 9 years and has a passion working with and for Aboriginal communities and seeing how working together can make a difference. Karen is a talented artist and designed and created the NATSIC logo which can be seen with credit at the footer of their website <http://www.natsic.com.au/>



Sue Beckers: Community Engagement Administration Assistant. In the past 35 years she has worked in Commonwealth Government organisations and Job Service industry working closely with the local Indigenous Community.





HART Services continue to build and strengthen relationships with Aboriginal and Torres Strait Islander peoples, by connecting communities and breaking down barriers. Our core business is helping people access services, so strong relationships with First Nations people allows us to share experiences and engage with everyone in our community.

1. Build Relationships by Celebrating National Reconciliation Week (NRW)

DELIVERABLE	a. Organise an internal NRW event, e.g. B.B.Q luncheon. Invite local Aboriginal and Torres Strait Islander peoples to share their experiences with HART personnel.
TIMELINE	17 May – 3 June 2022, 2023
RESPONSIBILITY	Community Engagement Coordinator
DELIVERABLE	b. Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.
TIMELINE	April - 2022, 2023
RESPONSIBILITY	CEO
DELIVERABLE	c. Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.
TIMELINE	17 May – 3 June 2022, 2023
RESPONSIBILITY	CEO
DELIVERABLE	d. Register all our events on the Reconciliation Australia’s NRW website.
TIMELINE	May 2022, 2023
RESPONSIBILITY	Community Engagement Coordinator
DELIVERABLE	e. RWG members to participate in an external NRW event
TIMELINE	17 May – 3 June 2022, 2023
RESPONSIBILITY	Community Engagement Coordinator



2. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations.

DELIVERABLE a. **Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.**

TIMELINE June 2022
RESPONSIBILITY CEO

DELIVERABLE b. **Seek input from Aboriginal and Torres Strait Islander peoples and/or organisations as to ongoing engagement structures.**

TIMELINE June 2022
RESPONSIBILITY CEO

3. Promote reconciliation through our sphere of influence

DELIVERABLE a. **Implement strategies to engage our staff in reconciliation.**

TIMELINE June 2022
RESPONSIBILITY HR Manager

DELIVERABLE b. **Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.**

TIMELINE Ongoing, with midterm review in June 2022
RESPONSIBILITY CEO

DELIVERABLE c. **Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.**

TIMELINE July 2022
RESPONSIBILITY Administrator.

DELIVERABLE d. **Communicate our commitment to reconciliation publicly**

TIMELINE Ongoing, with midterm review in June 2022
RESPONSIBILITY CEO



4. Promote positive race relations through anti- discrimination strategies

- | | | |
|-----------------------|----|--|
| DELIVERABLE | a. | Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs |
| TIMELINE | | April 2022 |
| RESPONSIBILITY | | HR Manager |
| DELIVERABLE | b. | Develop, implement and communicate an anti-discrimination policy for our organisation. |
| TIMELINE | | December 2021 |
| RESPONSIBILITY | | HR Manager |
| DELIVERABLE | c. | Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. |
| TIMELINE | | December 2021 |
| RESPONSIBILITY | | HR Manager |
| DELIVERABLE | d. | Educate senior leaders on the effects of racism. |
| TIMELINE | | <u>September</u> 2021 |
| RESPONSIBILITY | | HR Manager |



HART Services celebrates and honours the cultures and histories of Aboriginal & Torres Strait Islander peoples. We believe it is very important to invest in continuous education to foster cultural knowledge and enrichment, as an example to our sector and community.

5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

DELIVERABLE	a.	Conduct a review of cultural learning needs within our organisation.
TIMELINE		November 2022
RESPONSIBILITY		CEO
DELIVERABLE	b.	Provide opportunities for RWG, HR managers and other key leadership staff to participate in formal and structured cultural learning.
TIMELINE		May 2022
RESPONSIBILITY		CEO
DELIVERABLE	c.	Work with local Aboriginal and Torres Strait Islander Traditional Owners/consultants to develop the cultural learning strategy
TIMELINE		April 2022
RESPONSIBILITY		HR Manager
DELIVERABLE	d.	Commit 20 staff to Cultural Competency training
TIMELINE		December 2021, 2022
RESPONSIBILITY		HR Manager
DELIVERABLE	e.	Promote Reconciliation Australia's 'Share Our Pride' online tool to staff and volunteers.
TIMELINE		August 2022
RESPONSIBILITY		Community Engagement Coordinator



6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

DELIVERABLE a. **Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.**

TIMELINE September 2021
RESPONSIBILITY Finance Manager

DELIVERABLE b. **Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country.**

TIMELINE September 2021
RESPONSIBILITY Finance Manager

DELIVERABLE c. **Develop a list of key contacts for organising a Welcome to Country and maintaining respectful relationships.**

TIMELINE September 2021
RESPONSIBILITY Finance Manager

DELIVERABLE d. **Invite a Traditional Owner to provide a Welcome to Country at a significant event.**

TIMELINE June 2023
RESPONSIBILITY CEO

DELIVERABLE e. **All internal and external meetings to include Acknowledgement of Country**

TIMELINE September 2021
RESPONSIBILITY CEO

DELIVERABLE f. **Produce and display an Acknowledgement of Country statement at head-office.**

TIMELINE September 2021
RESPONSIBILITY CEO



7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

DELIVERABLE	a..	Review HR procedures to ensure all staff may participate in NAIDOC events.
TIMELINE RESPONSIBILITY		July 2022 HR Manager
DELIVERABLE	b.	Provide opportunities for Aboriginal and Torres Strait Islander staff and Community members to celebrate NAIDOC Week
TIMELINE RESPONSIBILITY		July 2022, July 2023 Community Engagement Coordinator
DELIVERABLE	c.	Explore opportunity to hold an information stall at local NAIDOC events
TIMELINE RESPONSIBILITY		July 2022, July 2023 Community Engagement Coordinator
DELIVERABLE	d.	RAP Working Group to participate in an external NAIDOC Week event.
TIMELINE RESPONSIBILITY		July 2022, July 2023 CEO
DELIVERABLE	e.	Promote and encourage participation in external NAIDOC events to all staff.
TIMELINE RESPONSIBILITY		July 2022, July 2023 CEO
DELIVERABLE	f.	Submit for funding to provide transport for rural communities to access NAIDOC events
TIMELINE RESPONSIBILITY		June 2022, 2023 Community Engagement Coordinator



HART Services create pathways and opportunities for Aboriginal & Torres Strait Islander peoples by providing transport and other services for urban, regional and remote communities. We believe in working together creatively to achieve a culturally inclusive workplace that embraces employment choices and professional development.

8. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment and training outcomes within HART Services.

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|----------------------------|----|--|
| DELIVERABLE | a. | Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. |
| TIMELINE
RESPONSIBILITY | | June 2022
HR Manager |
| DELIVERABLE | b. | Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. |
| TIMELINE
RESPONSIBILITY | | September 2021
CEO |
| DELIVERABLE | c. | Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies and professional development. |
| TIMELINE
RESPONSIBILITY | | September 2021
CEO |
| DELIVERABLE | d. | Encourage Aboriginal and Torres Strait Islander peoples to apply when advertising all positions. Advertise in Aboriginal and Torres Strait Islander media where possible. |
| TIMELINE
RESPONSIBILITY | | Ongoing, with midterm review in June 2022
HR Manager |
| DELIVERABLE | e. | Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce. |
| TIMELINE
RESPONSIBILITY | | June 2022
HR Manager |



DELIVERABLE f. **Review HR recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workforce**

TIMELINE November 2021
RESPONSIBILITY HR Manager

9. Increase training and education opportunities for Aboriginal and Torres Strait Islander peoples and communities.

DELIVERABLE a. **Investigate barriers for Aboriginal and Torres Strait Islander peoples to obtaining training/qualifications required for social support work**

TIMELINE February 2022
RESPONSIBILITY HR Manager

DELIVERABLE b. **Establish partnerships with organisations who can deliver training and support into regional and remote areas to encourage Aboriginal and Torres Strait Islander peoples into support work.**

TIMELINE August 2022
RESPONSIBILITY HR Manager



10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

DELIVERABLE	a.	Review procurement procedures to incorporate procurement from Aboriginal and Torres Strait Islander owned businesses
TIMELINE RESPONSIBILITY		February 2022 HR Manager
DELIVERABLE	b.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.
TIMELINE RESPONSIBILITY		February 2022 HR Manager
DELIVERABLE	c.	Develop at least one new commercial relationship with an Aboriginal and/or Torres Strait Islander owned business each year.
TIMELINE RESPONSIBILITY		September 2021, September 2022 CEO
DELIVERABLE	d.	Investigate Supply Nation membership
TIMELINE RESPONSIBILITY		September 2021 CEO
DELIVERABLE	e.	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff
TIMELINE RESPONSIBILITY		Ongoing, with midterm review in June 2022 CEO



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

DELIVERABLE	a. Publically report our RAP achievements, challenges and learnings, annually.
TIMELINE RESPONSIBILITY	October 2021, October 2022. CEO
DELIVERABLE	b. Investigate participating in Reconciliation Australia’s biennial Workplace RAP Barometer.
TIMELINE RESPONSIBILITY	April 2022 CEO
DELIVERABLE	c. Report RAP progress to all staff and senior leaders bi-monthly
TIMELINE	September, November, 2021 January, March, May, July, September, November, 2022 January, March, May, July 2023
RESPONSIBILITY	CEO
DELIVERABLE	d. Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.
TIMELINE RESPONSIBILITY	September 2021, September 2022, September 2023 CEO



12. Provide appropriate support for effective implementation of RAP commitments

DELIVERABLE	a.	Define resource needs for RAP implementation
TIMELINE		September 2021
RESPONSIBILITY		CEO
DELIVERABLE	b.	Engage our senior leaders and other staff in the delivery of RAP commitments
TIMELINE		Ongoing, with midterm review in July 2022
RESPONSIBILITY		CEO
DELIVERABLE	c.	Define and maintain appropriate systems to track, measure and report on RAP commitments
TIMELINE		September 2021
RESPONSIBILITY		CEO
DELIVERABLE	d.	Maintain an internal RAP Champion from senior management
TIMELINE		September 2021
RESPONSIBILITY		CEO

13. Continue our reconciliation journey by developing our next RAP

DELIVERABLE	a.	Register via Reconciliation Australia's website to begin developing our next RAP.
TIMELINE		February 2023
RESPONSIBILITY		CEO



14. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.

DELIVERABLE	a. RWG to meet at least every 3 months, document progress, allocate tasks.
TIMELINE	October, 2021 January, April, July, October, 2022 January, April, July 2023
RESPONSIBILITY	CEO.
DELIVERABLE	b. Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG. Approach local Aboriginal Elders to be members or advisors.
TIMELINE	September 2021
RESPONSIBILITY	CEO
DELIVERABLE	c. Establish Terms Of Reference for the RWG.
TIMELINE	September 2021
RESPONSIBILITY	CEO



For public enquiries about this Reconciliation Action Plan, please contact

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