



*CatholicCare*  
Diocese of Broken Bay

# INNOVATE RECONCILIATION ACTION PLAN

SEPTEMBER 2021 – SEPTEMBER 2023



CatholicCare Diocese of Broken Bay acknowledges the Traditional Custodians of the land on which we work, live and prosper.

## COVER ARTWORK:

This original artwork was created by Aboriginal artist Carol Sutherland from Wiradjuri country. Carol currently lives on the Central Coast of NSW.

Artwork name: Ngindi (pronunciation: *ne-yen-dy*) | Ngindi meaning: Want, hope or wish (in Wiradjuri language).

### What does the painting represent?

The brown, red, blue and green corners represent the services we offer right across the Diocese of Broken Bay, from the sea to the country, to the forest and to the red dust. The red dust makes you feel at home. The circles within represent the meeting places, offices, and our residential group homes within our Diocese.

The turtle and his shell represent our Integrated Services, our Permanency Support Program and Supported Independent Living houses where we offer food, shelter, security, and safe places for those in our community.

The lizard runs very fast. He is very alert and has awareness which will assist us to help our clients and staff reach their life goals.

The frog represents our Disability Futures services, individuals who are born as tadpoles and grow into frogs. A tadpole and a frog transition from one ability to another growing and adapting to life changes, like the ability to breathe underwater transitioning to breathing above water.

The goanna is situated in the red dust which represents how we want each individual to feel at home in every service that we offer. The goanna climbs high to reach and fulfil personal dreams.

The blue dots and long lines are journey tracks from Head Office out to the various hubs and our myriad of services. The dots on the journey tracks represents barriers, self-doubt, self-worth, and each individual's journey to overcome these barriers.

The leaves represent growth, the dove is hope and the arms are welcoming and inclusive. The colours and dots in the background of the leaves are the dirt and sand representing Mother Earth, the foundation CatholicCare was built on. The black tracks in between represent our clients using multiple services or moving around different lands.

And finally, the 'C' in the mouth of the dove is our logo.

### About the artist

Carol Sutherland is a proud Wiradjuri woman from Western NSW. Carol is passionate about social justice and values keeping our story lines, family ties and connections with mob. Carol also designs Aboriginal lamps. She creates costumes for her grandchildren to celebrate important events such as NAIDOC to celebrate culture. Carol has worked in public schools teaching art and culture and has participated in Aboriginal workshops.



## RECONCILIATION AUSTRALIA CEO STATEMENT

Reconciliation Australia commends CatholicCare Diocese of Broken Bay 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 CatholicCare Diocese of Broken Bay 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, CatholicCare 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 over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. CatholicCare is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals CatholicCare'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 CatholicCare 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**

CatholicCare Diocese of Broken Bay acknowledges the unjust and wrong policies of the Government and the church of the past, and the sorrow and suffering experienced by Aboriginal and Torres Strait Islander peoples as a result. CatholicCare Diocese of Broken Bay endorses the apology made by the Catholic Church for their part in the ongoing pain, suffering and trauma inflicted on the Stolen Generations of Aboriginal and Torres Strait Islander peoples.

Our vision for reconciliation is that across our land, communities and nation, Aboriginal and Torres Strait Islander peoples are treated with equity, dignity and respect and that they enjoy the same access and opportunities as non-Indigenous peoples.

CatholicCare envisions working collaboratively with Aboriginal and Torres Strait Islander peoples by building relationships, respect and trust between the wider Australian community and Aboriginal and Torres Strait Islander peoples. We will work collaboratively alongside Aboriginal and Torres Strait Islander peoples in the services and programs that we offer. We will consult Aboriginal and Torres Strait Islander communities and Elders and develop partnerships with Aboriginal and Torres Strait Islander services, to provide services which are culturally informed, appropriate and safe to achieve this vision.

CatholicCare recognises and values the rich cultural histories of Aboriginal and Torres Strait Islander peoples, as well as their strength and resilience. We will act proactively in our areas of operation and influence to support our commitment to the healing of the soul and cultures of Aboriginal and Torres Strait Islander peoples.

## **OUR BUSINESS**

CatholicCare is the social services agency of the Catholic Church in the Diocese of Broken Bay. We are a not-for-profit social care organisation providing services and supports to more than 26,000 people every year. We welcome everyone, regardless of circumstances, religion, ethnicity, age, gender, or ability. We have a wide range of programs and services available to assist children, young people, individuals and their families through our Children's Services, Integrated Services, Disability Services, Pastoral Care & Hospital Chaplaincy Supports, Services for Seniors and Permanency Support Program. CatholicCare works with, and for, people in making a positive difference in their lives leading to:

- Improved wellbeing
- Sustained support networks
- A sense of hope for the future

We are an inclusive organisation:

- We employ 630 staff with a further 237 who are volunteers, foster carers, and family day care educators.
- We currently have 20 staff who have identified as First Nations people employed across our organisation.
- We cover the Central Coast, Northern Beaches, Northern Sydney and the Hornsby and Kur-ring-gai Shires, with offices at Tuggerah, West Gosford, Waitara, Pennant Hills, Naremburn and Brookvale.
- Our Diocese covers three Aboriginal Nations - Darug in the Pennant Hills/Hornsby area, Gurringai for the North Shore and Northern Beaches and Darkinjung for the Central Coast.

#### Our vision for the future

We strive for a world where people are safe, happy, well and connected with each other in inclusive communities. We recognise that individual wellbeing is influenced by relationships within families, neighbourhoods and the wider community.

#### Our mission

We serve in justice and love. We live out the gospel by walking alongside people to find and build solutions to their needs, to deliver evidence based services and to do so with commitment, regardless of the difficulties faced. To this mission, we bring a long history of service and faith, the resources of dedicated staff, volunteers and partners, a willingness to go beyond essential care and persistence in supporting justice and wellbeing for all.

#### Our values

- RESPECT - We respect the dignity and worth of all people and embrace difference.
- HOPE - We see the strengths in each person and believe that every individual can grow and build a positive future. We respect each person's right to shape their own future.
- COMMITMENT - We build relationships with those we serve and stand in solidarity with them through tough times and joyous times. We dedicate ourselves to their rights and interests.
- PROFESSIONALISM - We are ethical and act with integrity in all we do. We are accountable to the communities we serve, to our funders and to each other. We take responsibility for continually learning and improving.
- EXCELLENCE - We learn from and act on evidence of what works. We maintain high standards and pursue innovative and best practice approaches to effecting change in people's lives.
- SOCIAL JUSTICE - We take time to care. We strive for equity and opportunity for all. We speak up for and give voice to those who are vulnerable.

These are drawn from the four key principles of Catholic Social Teaching - human dignity, the common good, subsidiarity and solidarity.

## Our Strategic Directions 2019 - 2022

The theme of our Strategic Directions is "The Gift of Hope". It means that CatholicCare can hold out hope for others who may not have the capacity to hope for themselves, giving them the vision, strength, and faith in a better future. Our four strategic focus areas are:

### Focus Area 1: HOPE FOR THE PEOPLE WE SERVE | People are at the heart of our work

CatholicCare provides high quality services that ensure the people we serve are safe, happy, healthy and included.

- We engage and listen to the people we serve to ensure our services and programs meet their expectations and community needs.
- We are committed to continuously improving our programs and practices to address emerging opportunities, risks, and challenges.
- Social inclusion underpins all our operations, and we celebrate diversity throughout CatholicCare. We proactively build relationships with Aboriginal and Torres Strait Islander communities and those with culturally and linguistically diverse (CALD) backgrounds.
- We ensure that people who access our services can do so safely. We promote a culture of safeguarding. We empower and enable our clients and staff to speak up and speak out. We listen and respond.

### Focus Area 2: HOPE FOR OUR STAFF | A compassionate & professional workforce

Our employees and volunteers are inspired, capable, compassionate and creative.

- Across our operations, we know our workforce requirements and provide a work environment where people experience development, support, safety and opportunities for growth.
- Our employee value proposition enables us to attract, engage and retain quality staff and create a capable, committed, and responsive workforce.
- We support and expect all staff to demonstrate leadership within their roles. We develop our leaders based on a model of servant leadership. We recognise employee contributions to the achievement of organisational and personal goals.
- We foster innovation and promote formal and informal staff development. We are a learning organisation and drive a culture of openness and collaboration.
- We identify and promote opportunities for volunteers to enhance the quality of our services and the fabric of our communities. We provide vibrant, enriching roles for our volunteers.

### Focus Area 3: HOPE FOR OUR AGENCY | Demonstrating good stewardship

Our agency is strong and sustainable, serves our community well with capacity to grow and increase our impact.

- We consolidate resources and maximise market opportunities to strategically expand our service offerings across the Diocese and community, in response to need, in a sustainable way.
- Our business processes, practices and systems support effective and efficient service delivery and stewardship of our resources.
- We fully leverage existing and new technologies, exploring new opportunities to enhance systems, services and practice.
- We use robust data management and outcomes measurement to demonstrate quality, viability, and a great client experience, to achieve industry best practice.

### Focus Area 4: HOPE FOR OUR COMMUNITY | Building strong community relationships and partnerships

We build relationships across our footprint and have a reputation in the community, our Diocese, and our sector as a leader.

- We have powerful engagement and collaborative, productive relationships with the parishes and schools across the Diocese creating value for our clients.
- We have a visible profile, clear purpose and trusted brand in the community ensuring access and opportunity for all.
- We proactively engage and collaborate with Government, community partners and other Dioceses. We contribute to thought leadership, research and the evidence base for our work.

## **OUR RAP**

CatholicCare began developing our Reflect RAP in September 2018 under the direction of Lyn Ainsworth the Executive Director at the time, with the following objectives for the agency:

- **Acknowledge the past** and the harm done to Aboriginal and Torres Strait Islander peoples. We will implement initiatives to assist our staff to recognise and understand the history of pain and trauma experienced by Aboriginal and Torres Strait Islander peoples, and the impact this history continues to have on the people who will access our services and programs.
- **Acknowledge the strengths and resilience** of Aboriginal peoples and Torres Strait Islander peoples and communities.
- **Walk alongside Aboriginal and Torres Strait Islander communities** to learn how to meet community need in a responsive and flexible way and increase our understanding of what is required to provide culturally safe services and programs. We can become a more culturally sensitive and accessible agency through dialogue, staff development and training, and working with the Aboriginal and Torres Strait Islander communities in our service areas.



- **Acknowledge significant dates** for Aboriginal and Torres Strait Islander communities and actively participate in National Reconciliation Week and NAIDOC events.
- **Build relationships** with Aboriginal and/or Torres Strait Islander peoples and communities, and become better at establishing agency wide connections, relationships, and partnerships with Aboriginal and Torres Strait Islander communities.
- **Understand our organisational needs** and areas for growth, and see real changes embedded in our organisational culture and practice, monitor the implementation of this RAP and future RAPs developed by CatholicCare and allocate resources to achieve this. Our Senior Leadership Team in partnership with our RAP Champion Sarah Hardcastle will lead its development and rollout, and we will seek ongoing feedback from our service sites on its implementation.

We have also taken the opportunity to learn from challenges along the way. We lacked clear measurements for our key performance indicators and consistent data collection processes. We have reflected and engaged input from our teams to build a more robust reporting structure. We also took guidance on how best to work collaboratively with our Aboriginal and Torres Strait Islander staff regarding our employment strategy to ensure that in the future we can build a culturally inclusive and supportive workplace where Aboriginal and Torres Strait Islander staff can thrive.

The current Reconciliation Action Plan Working Group is made up of representatives across our range of services.

**RAP Champion: Judith Murray - Aboriginal Community Engagement Manager**

RAP Working Group participants:

- Tim Curran, Executive Director
- Judith Murray, Aboriginal Community Engagement Manager
- Angela Whitby, General Manager Integrated Services (Homelessness & Family Services)
- Anne Robinson-Cast, Family Connect & Support Worker
- Danielle Habib, Domestic Violence Project Specialist
- David Gbogbo, Practice Manager Child, Youth & Family Services
- Desley McAuliffe, Engagement Manager, Disability Futures
- Donna Alderson, Family Connect & Support Worker
- Evelyn Fuller, Director, Woy Woy Early Learning Centre
- Lisa Edwards, Domestic & Family Violence Specialist Worker (Aboriginal Focus)
- Melissa Sabian, Manager Communications & Engagement
- Rachae Hutton, Business Support Administrator, Permanency Support Program
- Sally Baker, Support Worker, Mary Mac's Place
- Sarah Hodges, Quality Practice Manager, Children's Services
- Wendy Ralston, Manager Culture & Capability

We currently have four RAP Working Group members who identify as Aboriginal people.

### **KEY ACHIEVEMENTS OF OUR FIRST RAP**

One of our key initiatives was to identify the need for an Aboriginal and Community Engagement Manager. We created a vision for this role and recruited the right candidate to help navigate this space for CatholicCare. In August 2021 we employed Judith Murray, and she has been a great addition to our agency. She has developed external relationships with other organisations and supported a range of our RAP actions.

#### **About Judith Murray**



I am a proud Wiradjuri woman strong in my culture and connection. Throughout my employment history, I have always worked towards improving the lives of Aboriginal & Torres Strait Islander people. I have chosen those fields where I have felt I would make the greatest difference. With over 35 years working with communities across Sydney & NSW I bring and share great insight in supporting CatholicCare to best meet the needs of their First Nations clients and community. I strongly believe in supporting Aboriginal & Torres Strait Islander people to self-determination and ensuring their voices are heard. I am excited to work alongside my CatholicCare colleagues in bringing our Innovate Reconciliation Action Plan to life.

Some of our achievements of our Reflect RAP include:

- Delivering cultural awareness training to approximately 120 staff members across our services.
- Acknowledgement of Country protocols have been established agency wide.
- Commissioning of a painting by a local Aboriginal artist Carol Sutherland.
- Development of Aboriginal identified positions across the agency.
- Internal and external events commemorating National Reconciliation Week and NAIDOC Week attended by staff.
- Development of Aboriginal resources page on our intranet.
- Establishment of a disability support program for Aboriginal people on the Central Coast.
- Community engagement fundraiser and partnership event with Barang Regional Alliance.
- Developing and strengthening relationships with Aboriginal community members and organisations in the Diocese of Broken Bay.
- External relationships have led to mentors such as Jodie Shannon (Senior Project Manager Aboriginal Affairs), Brooke Scobie (Aboriginal Liaison Worker Interrelate) and Stuart McMinn (Practice Specialist Aboriginal Service Interrelate) supporting our RAP Working Group.

Some important events we hosted in partnership with other community agencies included:

- The Central Coast Domestic Violence team at CatholicCare coordinated a movie fundraiser night with a showing of "High Ground" at Avoca Theatre to raise money for Barang Regional Alliance.
- The launch of the Regional Youth Support Service Innovate RAP took place in May 2021. Our Aboriginal Community Engagement Manager contributed to their RAP Working Group for the past two years.
- A Reconciliation Walk event was held in Gosford in collaboration with Coast Shelter and "The Glen" to commemorate National Reconciliation Week 2021 on the Central Coast. CatholicCare contributed to this event by donating funds to "The Glen" - a drug and alcohol rehabilitation centre. The event was organised by Peter Downie Aboriginal Coordinator at Coast Shelter. Representatives from each service of CatholicCare attended.

Current partnerships and connections (both formal, informal, existing and emerging) include:

- Catholic Schools Broken Bay, Education Officer, Aboriginal Education Dave Ella and Steve Collins.
- Blakworks which supports and enables businesses to engage with the employment of Aboriginal and Torres Strait Islander staff.
- Central Coast Aboriginal Interagency network, BJ Duncan and Peter Downie Aboriginal Coordinator from Coast Shelter.
- Clients and staff access Yerin Eleanor Duncan Aboriginal Health Service LTD, Wyong.
- Consultation with DCJ, Jason May.
- Barang Regional Alliance, Corrine Hodson.
- Bara Barang, Allison Preece.
- Aboriginal Affairs, Jodie Shannon Senior Project Manager.
- Regional Youth Support Service Youth Justice Aboriginal Worker, Mitch Markham.
- Intellectual Disability Rights Service, Dean McLaren Aboriginal Engagement Worker.
- Uniting Aftercare Aboriginal Specialist, Sandy Sharp.
- Waminda Cooperate Management, Faye and Nina Firth.
- Interrelate, Stuart McMinn Practice Specialist Aboriginal Service.
- Interrelate, Brooke Scobie Aboriginal Liaison Worker.
- Chris Kokegei Aboriginal Artist, Teacher & Counsellor.
- Aboriginal Artist, Carol Sutherland.
- NSW Land Council, Denise Markham Project Officer.
- Jason Jay, Aboriginal Case Manager, Department & Communities of Justice.

## RELATIONSHIPS




CatholicCare is committed to building partnerships and working collaboratively with Aboriginal and Torres Strait Islander peoples in a respectful culturally appropriate way, hearing their stories and acknowledging the trauma of the history of this country. It is important for us as an agency to maintain Aboriginal and Torres Strait Islander relationships in the community to provide cultural safety and inclusive opportunities for all Aboriginal and Torres Strait Islander peoples.

Focus area: *ALIGNS TO STRATEGIC DIRECTION 4 - HOPE FOR OUR COMMUNITY - BUILDING STRONG COMMUNITY RELATIONSHIPS AND PARTNERSHIPS.*

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> <li>Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.</li> </ul>	June 2022	Aboriginal & Community Engagement Manager Executive Manager People & Culture
	<ul style="list-style-type: none"> <li>Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	September 2021	Aboriginal & Community Engagement Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</li> </ul>	May 2022, 2023	Manager Communication & Engagement
	<ul style="list-style-type: none"> <li>RAP Working Group members to participate in an external NRW event.</li> </ul>	27 May - 3 June 2022, 2023	Executive Manager Quality, Safeguarding, Risk & Compliance (with the RAP Working Group)
	<ul style="list-style-type: none"> <li>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> </ul>	27 May - 3 June 2022, 2023	Executive Director

	<ul style="list-style-type: none"> <li>Organise at least one NRW event each year.</li> </ul>	27 May - 3 June 2022, 2023	Executive Manager Quality, Safeguarding, Risk & Compliance (With the RAP Working Group)
	<ul style="list-style-type: none"> <li>Register all our NRW events on Reconciliation Australia's <a href="#">NRW website</a>.</li> </ul>	May 2022, 2023	Executive Assistant
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> <li>Implement relevant strategies by service to engage our staff in reconciliation.</li> </ul>	February 2022, 2023	General Manager Integrated Services – Homelessness (with Practice Managers & Service Leaders)
	<ul style="list-style-type: none"> <li>Overview of the RAP to be included as part of the staff induction process.</li> </ul>	September 2021	Culture & Capability Manager
	<ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation publicly with regular communications on the agency website.</li> </ul>	June 2022	Manager Communication & Engagement
	<ul style="list-style-type: none"> <li>Encourage other organisations in our area to develop a RAP.</li> </ul>	March 2023	Executive Director
	<ul style="list-style-type: none"> <li>Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.</li> </ul>	January 2022	Aboriginal & Community Engagement Manager
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> <li>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> </ul>	June 2022	Executive Manager People & Culture
	<ul style="list-style-type: none"> <li>Develop, implement, and communicate an anti-discrimination policy for our organisation.</li> </ul>	June 2022	Executive Manager People & Culture

	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.</li> </ul>	June 2022	Executive Manager People & Culture
	<ul style="list-style-type: none"> <li>Educate senior leaders on the effects of racism.</li> </ul>	June 2022	Executive Manager People & Culture
	<ul style="list-style-type: none"> <li>Host a screening of the Final Quarter for staff and facilitate a discussion following the film utilising the associated resources.</li> </ul>	October 2022	Culture & Capability Manager

RESPECT			
 <p>Respect for human dignity is a principle of Catholic Social Teaching that guides our work and provides the foundation of our values at CatholicCare. Our objective is to build culturally safe services and we are committed to meeting the changing needs of Aboriginal and Torres Strait Islander peoples and communities.</p>			
Focus area: <i>ALIGNS TO STRATEGIC FOCUS AREA 1 - HOPE FOR THE PEOPLE WE SERVE - PEOPLE ARE AT THE HEART OF OUR WORK.</i>			
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"> <li>Conduct a review of cultural learning needs within our organisation.</li> </ul>	October 2021	Culture & Capability Manager
	<ul style="list-style-type: none"> <li>Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.</li> </ul>	June 2022	Aboriginal & Community Engagement Manager
	<ul style="list-style-type: none"> <li>Develop, implement and communicate a cultural learning strategy for our staff.</li> </ul>	August 2022	Culture & Capability Manager

	<ul style="list-style-type: none"> <li>Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.</li> </ul>	December 2021	Culture & Capability Manager
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> <li>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	June 2023	General Manager Integrated Services Homelessness (with Practice Managers and Service Leaders)
	<ul style="list-style-type: none"> <li>Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.</li> </ul>	July 2022	Aboriginal & Community Engagement Manager
	<ul style="list-style-type: none"> <li>Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.</li> </ul>	September 2021 September 2022	Aboriginal & Community Engagement Manager/
	<ul style="list-style-type: none"> <li>Review and update cultural procedures in the permanency support program</li> </ul>	March 2023	General Manager Permanency Support Program
	<ul style="list-style-type: none"> <li>Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.</li> </ul>	October 2021	Executive Director (with the Senior Leadership Team)
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> <li>RAP Working Group to participate in an external NAIDOC Week event.</li> </ul>	First week in July 2022, 2023	Aboriginal & Community Engagement Manager (with the RAP Working Group)
	<ul style="list-style-type: none"> <li>Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.</li> </ul>	March 2022	Executive Manager People & Culture

	<ul style="list-style-type: none"> <li>Promote and encourage participation in external NAIDOC events to all staff.</li> </ul>	June 2022 & 2023	Executive Director/ Manager Communications & Engagement
8. Build respect for Aboriginal and Torres Strait Islander peoples and cultures by recognising and celebrating culturally significant dates.	<ul style="list-style-type: none"> <li>Build respect for Aboriginal and Torres Strait Islander peoples and cultures by recognising and celebrating culturally significant dates.</li> </ul>	January 2022	Executive Director/Manager Communications & Engagement
	<ul style="list-style-type: none"> <li>Conduct research into additional significant cultural dates and compile into a calendar of events to be published on IsidoreNet</li> </ul>	March 2023	Manager Communications and Engagement
9. Increase opportunities for Aboriginal and Torres Strait Islander clients to thrive by strengthening CatholicCare's service delivery.	<ul style="list-style-type: none"> <li>Develop a plan for future service environments in line with client needs to promote a safe space for Aboriginal programs or significant meetings to take place</li> </ul>	June 2022	Executive Director
	<ul style="list-style-type: none"> <li>Ensure that significant dates and meetings are in respectful environments</li> </ul>	November 2022	Executive Director/Manager Communications and Engagement
	<ul style="list-style-type: none"> <li>Ensure Case Managers consult with Aboriginal and/or Torres Strait Islander peoples to support the cultural needs and identity journey for the young people in the Permanency Support Program.</li> </ul>	April 2023	General Manager Permanency Support Program
	<ul style="list-style-type: none"> <li>Ensure that Aboriginal and Torres Strait Islander young people in the Permanency Support Program have access to the opportunity to engage in at least one community activity to explore their identity and heritage.</li> </ul>	April 2023	General Manager Permanency Support Program



## OPPORTUNITIES




CatholicCare is committed to developing and maintaining Aboriginal and Torres Strait Islander partnerships in the community to optimise the best outcomes for the people we serve. It is important that Aboriginal and Torres Strait Islander peoples are treated with equity and have the same access to services and employment opportunities as non-Indigenous people. It is important for us as an agency to consult with Aboriginal and Torres Strait Islander businesses in the community to ensure we approach service delivery with a diverse and appropriate lens. We commit to supporting local Aboriginal businesses, to contribute to the growth, success, and employment for the Aboriginal and Torres Strait Islander community.

Focus area: *ALIGNS TO HOPE FOR OUR AGENCY - DEMONSTRATING GOOD STEWARDSHIP, SERVING OUR COMMUNITY TO GROW AND INCREASE OUR IMPACT and ALIGNS TO HOPE FOR OUR STAFF – A COMPASSIONATE AND PROFESSIONAL WORKFORCE.*

Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> <li>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</li> </ul>	October 2021	Culture & Capability Manager
	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.</li> </ul>	October, 2021	Aboriginal & Community Engagement Manager/Culture & Capability Manager
	<ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.</li> </ul>	November 2021	Culture & Capability Manager
	<ul style="list-style-type: none"> <li>Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.</li> </ul>	November 2021	Culture & Capability Manager
	<ul style="list-style-type: none"> <li>Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.</li> </ul>	May 2022	Executive Manager People & Culture
	<ul style="list-style-type: none"> <li>Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.</li> </ul>	June 2022	Executive Manager People & Culture

11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.</li> </ul>	October 2022	Chief Financial Officer
	<ul style="list-style-type: none"> <li>Investigate Supply Nation membership.</li> </ul>	October 2021	Chief Financial Officer
	<ul style="list-style-type: none"> <li>Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.</li> </ul>	October 2021	Chief Financial Officer
	<ul style="list-style-type: none"> <li>Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.</li> </ul>	October 2021	Chief Financial Officer
	<ul style="list-style-type: none"> <li>Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.</li> </ul>	October 2021	Chief Financial Officer

GOVERNANCE			
			
Action	Deliverable	Timeline	Responsibility
12. RAP Working Group.	<ul style="list-style-type: none"> <li>Maintain Aboriginal and Torres Strait Islander representation on the RWG.</li> </ul>	June 2023	Executive Manager People & Culture
	<ul style="list-style-type: none"> <li>Establish and apply a Terms of Reference for the RWG.</li> </ul>	June 2022	RAP Working Group
	<ul style="list-style-type: none"> <li>Meet at least four times per year to drive and monitor RAP implementation.</li> </ul>	September, December 2021, March, June, September,	Aboriginal & Community Engagement Manager

		December 2022 March, June 2023	
13. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> <li>Define resource needs for RAP implementation.</li> </ul>	September 2021	Executive Director/ Aboriginal & Community Engagement Manager
	<ul style="list-style-type: none"> <li>Engage our senior leaders and other staff in the delivery of RAP commitments.</li> </ul>	September 2021	Executive Director
	<ul style="list-style-type: none"> <li>Define and maintain appropriate systems to track, measure and report on RAP commitments.</li> </ul>	September 2021	Executive Manager People & Culture
	<ul style="list-style-type: none"> <li>Evaluate the benefits of a site RAP Officer and determine if it will be implemented as an alternative communication method through each site.</li> </ul>	November 2022	General Manager Integrated Services
	<ul style="list-style-type: none"> <li>Maintain an internal RAP Champion from senior management.</li> </ul>	January 2022	Executive Director
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.</li> </ul>	30 September 2021 30 September 2022 30 September 2023	Aboriginal & Community Engagement Manager/ Executive Manager People & Culture
	<ul style="list-style-type: none"> <li>Report RAP progress to all staff and senior leaders quarterly.</li> </ul>	September, December 2021, March,	Manager Communications & Engagement

		June, September, December 2022 March, June 2023	
	<ul style="list-style-type: none"> <li>Publicly report our RAP achievements, challenges and learnings, annually.</li> </ul>	October 2021, 2022	Manager Communications & Engagement
	<ul style="list-style-type: none"> <li>Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.</li> </ul>	May 2022	Executive Manager People & Culture
15. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> <li>Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.</li> </ul>	June 2022	Executive Director

## CONTACT DETAILS

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