



CatholicCare
Wilcannia-Forbes



Reconciliation Action Plan

SEPTEMBER 2019–SEPTEMBER 2021





Our Vision for Reconciliation

CatholicCare Wilcannia-Forbes' (CCWF) vision for Reconciliation is for Australia to acknowledge and celebrate Aboriginal and Torres Strait Islander peoples as the original custodians of this land. Our vision is to see Australia as a place where Aboriginal and Torres Strait Islander peoples and the wider Australian community have:

- A shared understanding and mutual respect for each other's cultures and diversity
- Equal opportunities for participation in our communities
- Strong, nurturing and collaborative relationships that empower change.

Aboriginal and Torres Strait Islander peoples are advised this document may contain images of deceased persons.

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Cover artwork reproduced on the front cover and throughout the document is by artist Raymond Thorpe of the Wiradjuri people.

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Message from the CEO

I am very proud to be part of CatholicCare Wilcannia-Forbes' RAP. This represents a continuation of our long commitment to working with Aboriginal peoples in our communities – as our clients and staff.

Our commitment is to our communities, where we employ local people and co-develop programs and support through real connections. CatholicCare Wilcannia-Forbes delivers quality community services of social value and benefit. Aboriginal people are represented at all levels of management including the executive team. Thirty-two per cent of our team and 44% of our clients identify as Aboriginal. We understand that respect and knowledge of Aboriginal and Torres Strait Islander peoples and their cultures extends the understanding and skills of all our staff, and this deep connection enables the provision of culturally respectful and appropriate support. We hope to continue to foster a culture of learning from and with Aboriginal and Torres Strait peoples and view reconciliation and cross-cultural learning as a dynamic and continuous process.

Our RAP Working Group was established two years ago from all levels of CatholicCare Wilcannia-Forbes. Natasha Harris (Chair), Otis Williams (Deputy Chair), Anne-Marie Mioche, Jane Kemp, Christine L'Estrange, Mark Noonan, Meagan Giddy, Jason Hudson, Michael Browne, Mark Braes, Liz Harris, and Elizabeth Kerr began working on developing a plan to demonstrate, action and embed CatholicCare Wilcannia-Forbes' commitment to reconciliation.

To identify the RAP, Forbes artist Raymond Thorpe (and winner of our Inaugural Aboriginal Art competition) was commissioned to create an artwork to represent the plan.

The painting is the story about the connection of communities to their country with the support and vision of CatholicCare and their workers to guide families and individuals down the right path. The orange, blue and white circles represent the CatholicCare meeting places. The large meeting place shows our workers meeting to share their vision. The Butterflies are the spirits of our elders and our CatholicCare workers. The hands are to show that CatholicCare are always here to support and lead the way. The Black dots are the seeds that CatholicCare workers plant as they take their journey through each community to make connections with all peoples. All the different coloured dots and patterns shows the different types of communities we connect with.

Now formally approved by Reconciliation Australia, the RAP was officially launched at our Gathering in December. We are looking to perpetually improve our knowledge and skills so that our services and programs are appropriate and support the needs of all Australians.



Anne-Marie Mioche
CEO

Message from Reconciliation Australia



Reconciliation Australia is delighted to welcome CatholicCare Wilcannia-Forbes to the Reconciliation Action Plan (RAP) program by formally endorsing its inaugural Innovate RAP.



As a member of the RAP community, CatholicCare Wilcannia-Forbes joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides CatholicCare Wilcannia-Forbes with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, CatholicCare Wilcannia-Forbes will develop its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We wish CatholicCare Wilcannia-Forbes well as it explores and establishes its own unique approach to reconciliation. We encourage CatholicCare Wilcannia-Forbes to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

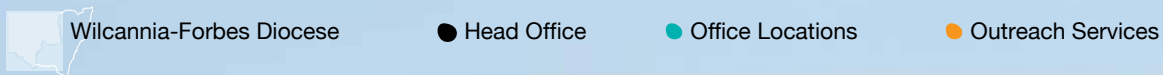
“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

On behalf of Reconciliation Australia, I commend CatholicCare Wilcannia-Forbes on its first RAP, and look forward to following its ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer
Reconciliation Australia

Our Business



CatholicCare Wilcannia-Forbes was established in 1996 as the official social service of the Catholic Church of the Diocese of Wilcannia-Forbes. On July 1, 2018 CentaCare transitioned to a company structure and changed its name to CatholicCare Wilcannia-Forbes. The Diocese of Wilcannia – Forbes, covers the western 52 per cent of New South Wales..

We have offices in Bathurst, Bourke, Brewarrina, Broken Hill, Cobar, Condobolin, Dubbo, Forbes, Lake Cargelligo, Narromine, Nyngan, Orange, Parkes, Warren and Wilcannia. We also provide outreach services to many communities.

At CatholicCare Wilcannia-Forbes we provide a broad range of programs and services to encourage and support people living in western NSW; adapting services in response to specific needs and developing collaborative partnerships to strengthen the capacity of our rural and remote communities.

We value productive partnerships with other organisations and individuals to undertake community projects, strengthen connections between people and ensure a sustainable future.

At CatholicCare Wilcannia-Forbes we provide many diverse programs and services to the rural and remote communities in western NSW including:

- Support for parents and children
- Counselling and Relationship support
- Help with financial management
- Mental health services
- Men's programs
- Help with housing and accommodation
- Programs for Indigenous communities
- Domestic violence support
- Community capacity building

CatholicCare Wilcannia-Forbes currently has 100 employees and 30% identify as Aboriginal and/or Torres Strait Islander peoples.

Our Vision & Values



Inspired by our Creator, the CCWF team is committed to a mission of empowering the individuals, families and communities of western NSW by enhancing their social, economic and emotional wellbeing and strengthening their networks of support.



Vision

The CatholicCare Wilcannia-Forbes team share a vision of communities imbued with a spirit of justice, where there is tangible respect for:

- The sacredness of all creation
- The dignity of each person
- The inherent right of all to participate fully in our co-creative mission

Values

CCWF aims to be a sign of our Creator's life-giving compassion; to discern the significant social, economic and emotional needs within the diocese; to provide advocacy, support and professional services to individuals, families and communities; and to appreciate and utilise the gifts within themselves and others towards the fulfillment of our mission.

The principles of Catholic social teaching frame and guide the team's values and approach to planning, programming and action.

- Respect for the dignity of human life and for each person
- Respect and celebration for the culture of others
- Responsibility for the stewardship of creation
- Solidarity and a shared responsibility for our most vulnerable
- Equality and justice for all
- Interdependence, community and the common good
- Subsidiarity – placing ownership and responsibility with community and allowing them the primary role in the decisions that affect their lives
- Honest and open dialogue with all stakeholders within a spirit of collaboration, partnership and probity.

CatholicCare Destination Statements

1. Individuals and families have expanded opportunity and improved wellbeing

In 2023, more individuals and families in rural, regional and remote western NSW will have the opportunity to fulfill their potential and participate in their communities. They will be empowered to prevent issues before they start and have the self-belief, knowledge and the skills to make positive lifestyle choices around relationships, housing, creating safe homes, education, finances and employment. They will be taking independent steps towards greater social, economic and emotional wellbeing.



2. Local communities are thriving

By 2023, communities in rural, regional and remote western NSW are increasingly socially inclusive – disadvantage is reduced and there is increased participation in families, education, training, jobs and community activities. CCWF has forged a facilitator role that supports the sharing of community knowledge and information needs; reduces silos and duplication of effort; and supports key sectors and stakeholders of the community to collaboratively engage in partnerships that shape opportunities for their own future. This also includes innovative partnerships and alliances that promote enterprise development for individual economic participation and economic growth/sustainability.

Social services and rural, regional and remote police are also positively influenced through the advocacy of CCWF; and the Aboriginal communities and organisations within the region have promoted strong leaders from within who facilitate community-based responses and solutions to the entrenched disadvantage experienced by our Aboriginal peers.



3. Organisational excellence

In 2023, CatholicCare Wilcannia-Forbes will be structured for sustainability and recognised as an organisation of excellence. It will have in place a governance and accountability framework, organisational structure; policies and procedures; communication platforms and mechanisms; and tools and systems that effectively support the empowerment of more individuals, families and communities in multiple locations across western NSW.

Moreover, its funding base will be diversified; a legal entity for the agency will be in place that protects and sustains the organisation; it will have positively influenced government policy and funding frameworks and it will be partner and ally with any number of agencies and stakeholders who are aligned with the CCWF mission and goals.



4. Our team is our strength

Our team is central to CCWF effectively serving the individuals, families and communities of western NSW. By 2023 CCWF will have embedded a culture of excellence and the right mix of professional development, training, supervision and support for people to be able to operate at their best. The team will be skilled, knowledgeable and performance orientated and will attest (through multiple

channels) that they feel valued, equipped for their jobs, safe, clearly understand and practice self-care and have an appropriate program of development opportunities to consistently empower self and others.



Our RAP

We have developed our RAP to demonstrate action and embed CatholicCare Wilcannia-Forbes commitment to reconciliation.

We believe that reconciliation is an important step towards creating a more inclusive and respectful community that ensures that rights and responsibilities are extended equally to all of its members.

We embarked on our journey to create a Reconciliation Action plan two years ago and fully committed from the beginning to ensuring our RAP reflects the thoughts and heart of our team, the vision of the organisation and the communities in which we work. CCWF has offices in 14 locations and provides outreach services to many more. We have relationships with Aboriginal and Torres Strait Islander organisations across our diocese and partner with these agencies to celebrate cultural events such as NAIDOC Week. Our relationships and our connection with these communities have informed the development of our RAP.

A RAP Working Group, comprised of representatives from across all levels of the organisation was formed in 2016. This working group has guided the process of developing a Reconciliation Action Plan. We have conducted several rounds of consultation with Aboriginal and Torres Strait Islander team members and the broader organisation and provided opportunity for feedback on the document across all levels of the organisation. Our RAP forms a part of our operations plan and has been endorsed by the Executive and the Board. It has been a wonderful and enriching experience for which we are grateful. As we work towards completing our actions we are inspired by our vision for Reconciliation.

Our Executive Leader-Community Development is our RAP Champion and is responsible for driving internal engagement and awareness of the RAP. Our RAP Working Group members are listed below, eight members identify as Aboriginal or Torres Strait Islander peoples including the Chair and Deputy Chair.

- **Natasha Harris – Chair** – Aboriginal Family Worker
- **Otis Williams – Deputy Chair** – Aboriginal Men & Family Worker
- **Anne-Marie Mioche** – CEO
- **Jane Kemp** – Executive Leader Aboriginal Strategic Development
- **Mark Noonan** – Business Development Manager
- **Meagan Giddy** – Team Leader Family Care
- **Jason Hudson** – Aboriginal Men & Family Worker
- **Michael Browne** – Men & Family worker
- **Mark Braes** – Family Dispute Resolution Practitioner
- **Liz Harris** – Aboriginal Family Worker
- **Christine L'Estrange** – Housing Program Manager



Relationships

CatholicCare Wilcannia-Forbes vision is for a resilient and socially inclusive community that cares for the wellbeing of all. We are committed to building strong and mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, to progress our commitment to reconciliation and improve our knowledge and skills so that our services and programs are appropriate and support the needs of Aboriginal and Torres Strait Islander peoples and other Australian peoples.

Relationships

Action/Objective	Deliverable	Timeline	Responsibility	Support Team
RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting	RWG oversees the development, endorsement and launch and promotion of the RAP.	Review quarterly March, June, September & December 2019, 2020, 2021	Chair/Aboriginal Family Worker	RAP Champion/ Executive Leader- Community Development
	Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG.	Review quarterly March, June, September & December 2019, 2020, 2021	RAP Champion/ Executive Leader- Community Development	
	Meet at least quarterly to monitor and report on RAP implementation.	Meetings-September, December, March & June 2019, 2020, 2021	Chair/Aboriginal Family Worker	
	Review Terms of Reference for the RWG Annually.	Review December yearly 2019, 2020	RAP Champion/ Executive Leader Community Development	
	Develop and distribute an expression of interest to join the RWG to key Aboriginal and Torres Strait Islander peoples within our sphere of influence.	1 st January and July Yearly 2020, 2021	RAP Champion/ Executive Leader- Community Development	
Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians	Organise at least one internal event for NRW each year.	27 th May-3 rd June 2020, 2021	Deputy Chair/ Aboriginal Men & Family Worker	Chair/Aboriginal family Worker
	Register our NRW event via Reconciliation Australia's NRW website.	May 2020, 2021	Deputy Chair/ Aboriginal Men & Family Worker	Chair/Aboriginal family Worker
	Support/partner or host 5 (across all sites) external NRW events.	May 2020, 2021	Deputy Chair/ Aboriginal Men & Family Worker	Chair/Aboriginal family Worker

Relationships

Action/Objective	Deliverable	Timeline	Responsibility	Support Team
	Ensure our Working Group participates in an external event to recognise and celebrate NRW.	May 2020, 2021	Deputy Chair/ Aboriginal Men & Family Worker	Chair/Aboriginal family Worker
	Extend an invitation to Aboriginal and Torres Strait Islander peoples to share their reconciliation experiences or stories at NRW event.	May 2020, 2021	Deputy Chair/ Aboriginal Men & Family Worker Chair/Aboriginal family Worker	
	Encourage staff to participate in external events to recognise and celebrate NRW.	May 2020, 2021	Deputy Chair/ Aboriginal Men & Family Worker	Chair/Aboriginal family Worker
	Download Reconciliation Australia's NRW resources and circulate to staff.	May 2020, 2021	Deputy Chair/ Aboriginal Men & Family Worker	Chair/Aboriginal family Worker
Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders.	December 2019	Executive Leader Aboriginal Strategic Development	Program Manager Housing
	Meet with local Aboriginal and Torres Strait Islander organisations at all locations to develop guiding principles for future engagement.	February 2020	Executive Leader Aboriginal Strategic Development	Program Manager Housing
	Develop joint ventures, partnerships, pro bono support or secondment and community capacity opportunities.	Review & Report December 2019, 2020	Executive Leader Aboriginal Strategic Development	Program Manager Housing
	Engage and consult with Aboriginal & Torres Strait Islander groups, organisations and Elders at all locations to understand local protocols and ensure local engagement strategy is culturally appropriate.	February 2020	Executive Leader Aboriginal Strategic Development	Program Manager Housing

Relationships

Action/Objective	Deliverable	Timeline	Responsibility	Support Team
	Develop an Aboriginal and Torres Strait Islander professional mentoring network with other organisations and groups to build capacity.	December 2020	Executive Leader Aboriginal Strategic Development	Aboriginal Men & Family Worker
Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	Develop, implement and review a strategy to communicate our RAP to all internal and external stakeholders, this will include Intranet and Website announcements and promotions, posters in offices, agenda items at meetings, displaying Reconciliation symbol, official launch, office displays, flyers, interagency meetings.	December 2019 Review & Report July & December 2019, 2020, 2021	RAP Champion/ Executive Leader Community Development	Media Officer Business development manager
	Promote reconciliation through ongoing active engagement with all stakeholders.	Review & Report July & December 2019, 2020, 2021	Chair/Aboriginal Family Worker	
Support Reconciliation Australia and NSW Reconciliation Council	Support Reconciliation Australia by providing reports, communicating activities, supporting events and campaigns and seeking advice.	Review & Report July & December 2019, 2020, 2021	Chair/Aboriginal Family Worker	
	Support the NSW Reconciliation council by providing reports, communicating activities, supporting events and campaigns and seeking advice.	Review & Report July & December 2019, 2020, 2021	Chair/Aboriginal Family Worker	



Respect

CatholicCare Wilcannia-Forbes delivers quality community services of social value and practical benefit. We believe that respect and knowledge of Aboriginal and Torres Strait Islander peoples and their cultures will extend the understanding and skills of our staff, which will deepen their connection to enable the provision of culturally respectful and appropriate support. We hope to foster a culture of learning from and with Aboriginal and Torres Strait Islander peoples and view reconciliation and cross-cultural learning as a dynamic and continuous process.

Respect

Action	Deliverable	Timeline	Responsibility	Support Team
Engage employees in cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements	Develop and implement a cultural awareness training strategy for our staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion).	November 2019	Executive Leader Aboriginal Strategic Development	Deputy Chair/ Aboriginal Men & Family Worker
	Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training.	November 2019	Executive Leader Aboriginal Strategic Development	Deputy Chair/ Aboriginal Men & family Worker
	Provide opportunities for RWG members, RAP champions, HR managers and other key leadership staff to participate in additional cultural training.	March 2020	Executive Leader Aboriginal Strategic Development	Deputy Chair Aboriginal Men & family Worker Family Dispute Resolution Practitioner
	Promote the Reconciliation Australia's Share Our Pride online tool to all staff.	January 2020 then quarterly	Chair/Aboriginal family Worker	
	Investigate local cultural experiences and immersion opportunities.	December 2019 - June 2020	Executive Leader Aboriginal Strategic Development	Deputy Chair/ Aboriginal Men & family Worker
	Embed cultural practices into service delivery	Review & Report July & December 2019, 2020, 2021	Executive Leader Aboriginal Strategic Development	Executive Leader Program Delivery

Respect

Action	Deliverable	Timeline	Responsibility	Support Team
	Build a team of internal cultural Awareness trainers. Team to receive education in Cultural awareness and Training and Assessment	December 2019	Executive Leader Aboriginal Strategic Development	
Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning	Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country.	October 2019	Executive Leader Aboriginal Strategic Development	Program Manager Housing Chair/Aboriginal Family Worker
	Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships	December 2019 Review & Update July & December 2019, 2020, 2021	Executive Leader Aboriginal Strategic Development	Program Manager Housing Chair/Aboriginal Family Worker
	Invite a Traditional Owner to provide a Welcome to Country at least one significant event, such as a team gathering, cultural awareness training, NRW at all locations	Review quarterly March, June, September & December 2019, 2020, 2021	Executive Leader Aboriginal Strategic Development	
	Include Acknowledgement of Country at the commencement of important internal and external meetings	Review quarterly March, June, September & December 2019, 2020, 2021	RAP Champion/ Executive Leader Community Development	
	Introduce an Acknowledgement to email signatures	Review March yearly	RAP Champion/ Executive Leader Community Development	
	Organise and display an Acknowledgment of Country plaque in our offices	January 2020	RAP Champion/ Executive Leader Community Development	

Respect

Action	Deliverable	Timeline	Responsibility	Support Team
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week activities	Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week	April 2020 Reviewed April, 2021	RAP Champion/ Executive Leader Community Development	
	Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week.	July 2020 July 2021	Executive Leader Aboriginal Strategic Development	Program Manager Housing
	Provide opportunities for all staff to participate in NAIDOC Week activities.	July 2020 July 2021	Executive Leader Aboriginal Strategic Development	Program Manager Housing
	Support an external NAIDOC Week community event at all locations.	July 2020 July 2021	Executive Leader Aboriginal Strategic Development	Program Manager Housing
	Contact our local NAIDOC Week Committee to discover events in our community.	May 2020 May 2021	Executive Leader Aboriginal Strategic Development	Program Manager Housing
Celebrate and recognise Aboriginal and Torres Strait Islander dates of significance	Develop a calendar to recognise dates of significance which is promoted to all staff and readily accessible	April 2020	RAP Champion/ Executive Leader Community Development	
Celebrate Aboriginal and Torres Strait Islander cultures	Explore the inclusion of Aboriginal and Torres Strait Islander design work on CCWF products, branding and uniforms	December 2019	RAP Champion/ Executive Leader Community Development	Media Officer
	Develop and or supply a range of cultural resources for the purpose of education around culture and the promotion of Reconciliation.	July 2020	Executive Leader Aboriginal Strategic Development	Executive Leader Program Delivery
	Introduce cultural displays at all offices including flags and Aboriginal & Torres Strait Islander artwork	May 2020	RAP Champion/ Executive Leader Community Development	



Opportunities

CatholicCare Wilcannia-Forbes capacity to deliver quality services and programs is underpinned by our knowledge of and relationship with the communities we serve. Providing opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities to contribute to our services is a vital aspect of our business success.

Opportunities

Action	Deliverable	Timeline	Responsibility	Support Team
Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace	Develop and implement an Aboriginal and Torres Strait Islander Employment and retention strategy	July 2020	Program Manager Housing	CEO Deputy CEO
	Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development.	December 2019 & 2020	Program Manager Housing	Deputy CEO Business Development Manager
	Develop and implement Aboriginal and Torres Strait Islander employment pathways (e.g. traineeships or internships).	July 2020 Review and report July & December 2019, 2020, 2021	CEO	Deputy CEO
	Advertise all vacancies in Aboriginal and Torres Strait Islander media where available, for example Koori Mail, Indigenous times, Wilcannia River Radio	September 2019	RAP Champion/ Executive Leader Community Development	
	Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities.	December 2019 Review December 2020	Program Manager Housing	
	Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.	March 2020 Review March 2021	RAP Champion/ Executive Leader Community Development	Program Manager Housing CEO Deputy CEO
	Develop an Aboriginal and Torres Strait Islander professional development strategy.	December 2020	Executive Leader Aboriginal Strategic Development	

Opportunities

Action	Deliverable	Timeline	Responsibility	Support Team
	Include Aboriginal and/or Torres Strait Islander representation on recruitment and selection panels where appropriate.	October 2019	Executive Leader Aboriginal Strategic Development	
	Develop and implement a mentoring/buddy system for Aboriginal & Torres Strait Islander staff	June 2020 Review June 2021	Executive Leader Aboriginal Strategic Development	Deputy Chair/ Aboriginal Men & Family Worker
	Conduct gatherings for Aboriginal & Torres Strait Islander team members for the purpose of training, consultation and support	Annually	Executive Leader Aboriginal Strategic Development	Chair/Aboriginal Family Worker
	Support Aboriginal and Torres Strait Islander leadership by: mentoring, creating opportunities for learning and promotion, supporting and encouraging external leadership opportunities.	Review July & December 2019, 2020, 2021	Executive Leader Aboriginal Strategic Development	Executive Leader Program Delivery
Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation	Review procurement policies and procedures to identify and remove barriers to Aboriginal and Torres Strait Islander businesses to supply our organisation with goods and services.	September 2020	Chief Financial Officer Chair/Aboriginal Family Worker	Program Manager Housing
	Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.	December 2019	Chief Financial Officer	
	Develop one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business.	December 2019 Review December 2020, 2021	Program Manager Housing	
	Investigate Supply Nation membership	January 2020	Program Manager Housing	



Governance, Tracking Progress & Reporting

Governance, Tracking Progress & Reporting

Action	Deliverable	Timeline	Responsibility	Support Team
Report RAP achievements, challenges and learnings to Reconciliation Australia	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	30 September 2020 30 September 2021	RAP Champion/ Executive Leader Community development	Chair/Aboriginal Family Worker
	Participate in the Workplace RAP Barometer.	May 2020, 2021	RAP Champion/ Executive Leader Community development	
	Develop and implement systems and capability needs to track, measure and report on RAP activities.	October 2019	RAP Champion/ Executive Leader Community development	Executive Leader Aboriginal Strategic Development
Report RAP achievements, challenges and learnings internally and externally	Publicly and internally report our RAP achievements, challenges and learnings	July & December 2019, 2020, 2021	Chair/Aboriginal Family Worker	
Review, refresh and update RAP	Review, refresh and update RAP based on learnings, challenges and achievements.	September 2020	Chair/Aboriginal Family Worker	Deputy Chair/ Aboriginal Men & Family Worker
	Send draft RAP to Reconciliation Australia for formal feedback and endorsement.	March 2021	Chair/Aboriginal Family Worker	

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