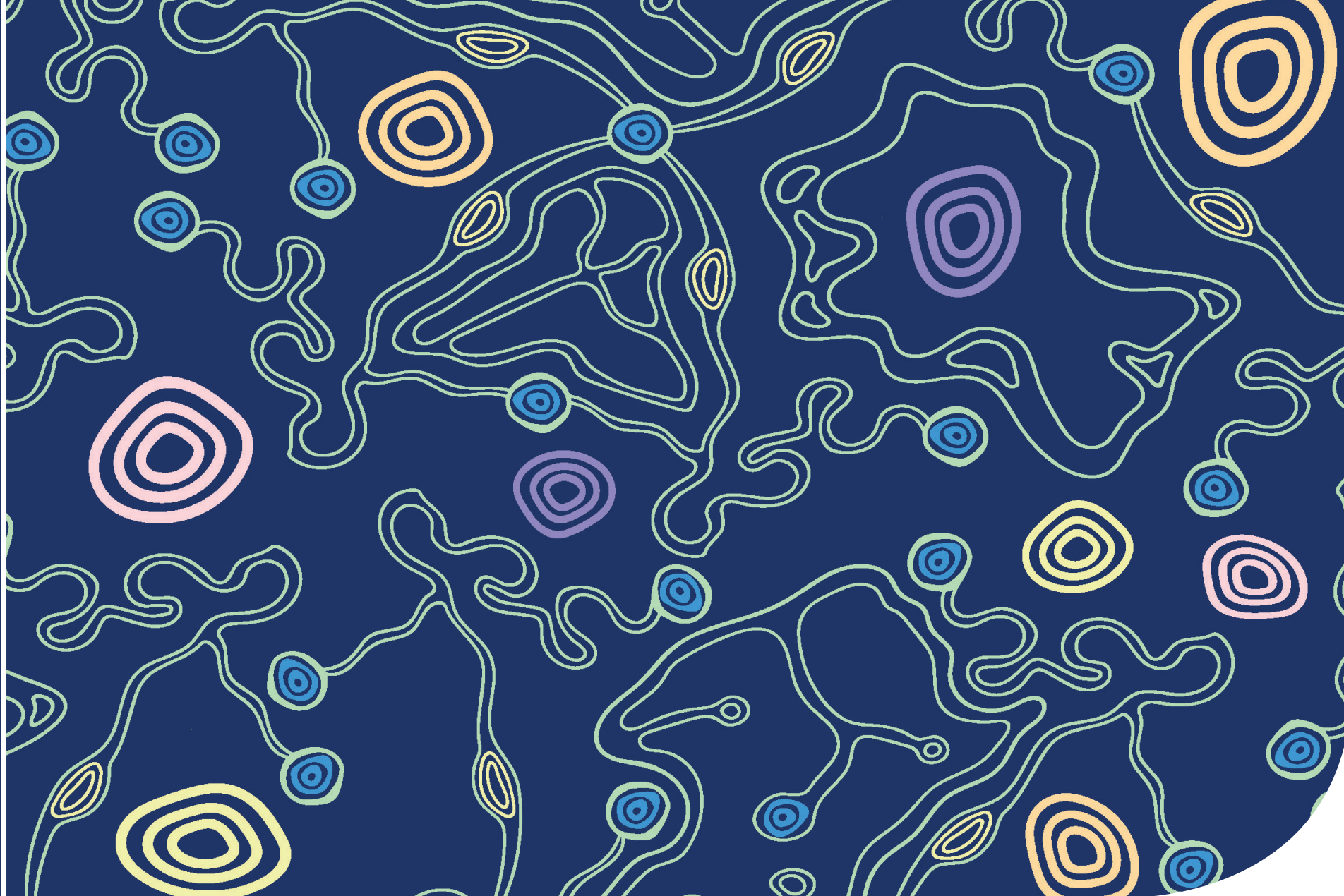


# Reconciliation Action Plan

## CatholicCare Sydney



July 2021 - June 2022





# Message from the Chief Executive Officer



CatholicCare Sydney's vision is a society in which everyone is valued and supported. This is based on principles of dignity and inclusion. As CEO of one of Sydney's largest social services agencies, I have long reflected on the importance and lasting value of building strong connections with local Aboriginal and Torres Strait Islander communities and working in a culturally sensitive manner with First Nations clients and stakeholders.

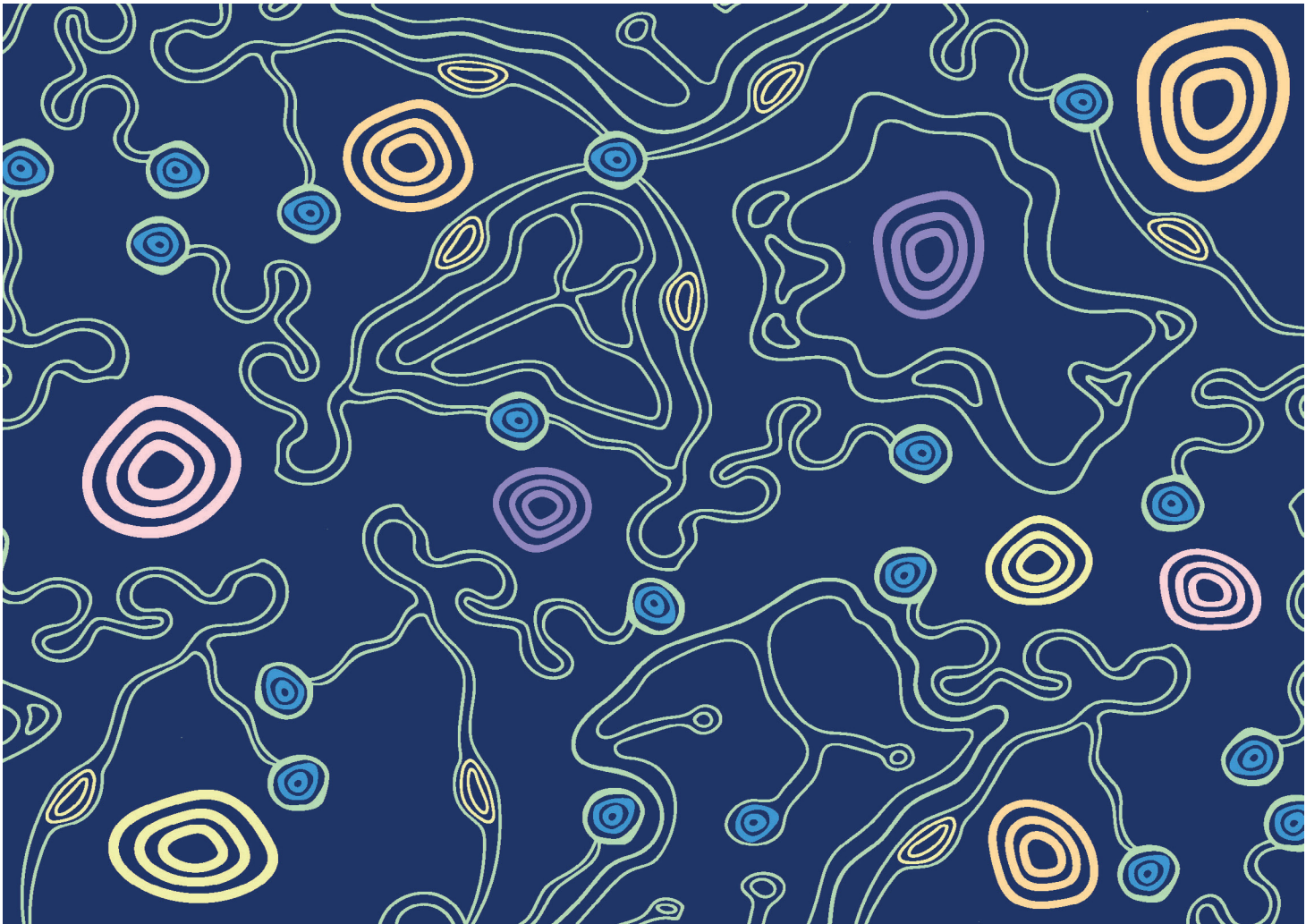
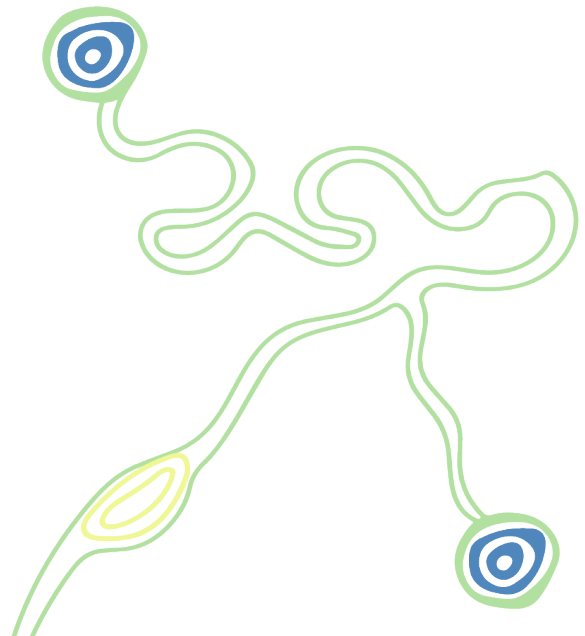
Reconciliation is about strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples, for the benefit of all Australians. While this is our first Reconciliation Action Plan, it is not the start of our reconciliation journey.

Our commitment in this RAP is reflective of who we are - an agency that values all people irrespective of age, culture, beliefs, and abilities. In that approach we are led by four guiding principles which include preserving human dignity, nurturing the common good, valuing subsidiarity and walking in solidarity with others.

Led by the executive, all staff across the organisation recognise the importance of committing to a meaningful reconciliation process, not as a separate activity, but integrated into the work we do each day with some of Sydney's most vulnerable people and communities. Thank you for supporting us in this journey.

A handwritten signature in black ink that reads "Mark Phillips".

**Mark Phillips**  
CEO, CatholicCare



## About the artist

Dennis Golding is a descendant of the Kamilaroi / Gamillaraay people from the north west of New South Wales. He spent most of his childhood living in Redfern and now resides in the south east Sydney suburb of Little Bay.

Dennis has a Bachelor of Fine Arts (Honours) degree from UNSW Art & Design.

## About the artwork

### Pathways to Care

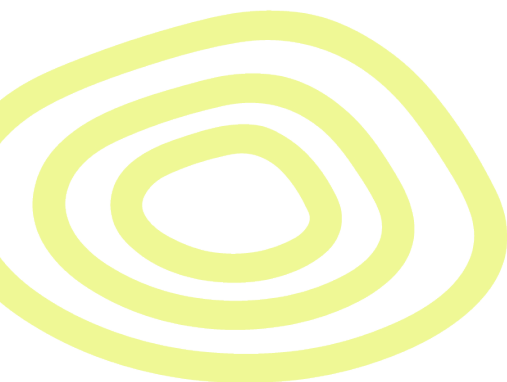
The lined patterns represent the pathways of Traditional Owners, who used them to travel across Country and share knowledge. These pathways also represent the channels that CatholicCare use to provide their services to people in need.

The small blue circular patterns represent Traditional Owners watering holes, which provide essential health benefits, much like those provided by CatholicCare.

The large coloured circular patterns represent Traditional Owners camp sites, which provided places to meet, rest, recover and share knowledge. The nine camp sites in the artwork represent the nine CatholicCare offices, which serve a similar purpose today to the camp sites of Traditional Owners.



# Our Business



CatholicCare Sydney, founded in 1941, has its principal office in Lewisham in Sydney's inner west and service outlets across the Sydney metropolitan area.

We are the social services agency of the Catholic Church in Sydney and provide a variety of services across the Sydney Catholic Archdiocese from Bondi in Sydney's East, to Liverpool in Sydney's South-west.

CatholicCare Sydney's primary focus has always been to help Sydney people and families who may

be vulnerable or in need. From its inception as the Catholic Welfare Bureau supporting children in orphanages, CatholicCare Sydney has grown to assist families in many different areas including relationships, parenting, ageing, disability, addiction, homelessness, and mental health concerns. CatholicCare Sydney is increasingly broadening the reach of its programs, delivering services to the state of New South Wales since the 1990s and more recently commencing the provision of nationwide services for carers in 2018.

## Our Priorities

Our vision is to see a society in which everyone is valued and supported. We work to support this vision in three main ways:

- We provide direct care and support to people in need
- We provide services that enhance the capacities of individuals, families, and communities to care and support themselves and others
- We collaborate, advocate, and provide leadership for systemic change in support of the vulnerable and needy

## Our Sites

Our clients access services across nine different sites in the City of Sydney, Inner West Sydney, Bankstown, Lakemba, Fairfield, Cabramatta West and Liverpool.

We acknowledge the First Nations People, the Traditional Owners of the lands on which we work: The Gadigal People (our Sydney office), Gadigal and Wangal People (our Lewisham office), the Darug People (our Bankstown, Lakemba and Liverpool offices) and the Cabrogal People (our Fairfield office).

## Our People

We have over 600 staff and more than 100 volunteers (who are mainly involved with supporting our Seniors programs). Many of our staff also provide services within parishes and in clients' own homes. We also deliver phone-based services to people where and when they are needed in metropolitan, rural and remote areas of Australia.

We have a culturally diverse workforce with staff from 45 different countries of birth with 25 different languages spoken. We conducted a voluntary staff census in January 2020 and to date we have two staff members who identify as First Australians. We have a number of staff who identify as Indigenous people from different countries including New Zealand and Pacific Island nations.

## Our Clients

Our locations across the Sydney Catholic Archdiocese involves us working with people and families from many different nations and cultures, speaking many different languages. We have over 50 different programs.

Our programs support Aboriginal and Torres Strait Islander peoples in our Foster Care, Seniors, Family Support, Parent Education, Disability Support, Carers, young mums, and School Counselling programs in Sydney.

In partnership with Marist180, we created Family Spirit, an entity that provides foster care and adoption services. Family Spirit supports 100 children in foster care placements, one third of whom are Aboriginal and/or Torres Strait Islander peoples. Our Aboriginal Cultural Practice Lead works with families and with employees to ensure that each child has an individual plan to ensure appropriate cultural practices are put in place to support each child's development and connection to culture.

Our Parent Line NSW service supports Aboriginal and Torres Strait Islander parents and carers who live in New South Wales. Whilst most callers choose to remain anonymous when accessing this service, we do understand that our service provided

support during 100 sessions with First Nations families in the 2020 financial year.

Our Prison Chaplains support First Nations people at Silverwater Women's Prison, Long Bay Prison and the Metropolitan Reception and Remand Centre, offering individual support and programs that assist with trauma, grief and mental health concerns.

Our Family Support services work with several Aboriginal and Torres Strait Islander families each year. These programs have developed strong links with south-west Sydney Aboriginal and Torres Strait Islander Elders and an Aboriginal Advisory Group in Fairfield to ensure a Cultural Consideration Plan can be developed and implemented for each family. Our team is also supervised and supported by the NSW Department of Communities and Justice Aboriginal and Torres Strait Islander peoples' specialist team.

Our HOPE team provides support and accommodation to young mothers and their children in Sydney who are at risk of homelessness and assists a number of Aboriginal families each year.

Our carers programs support First Nations carers across Australia. We have Aboriginal and Torres Strait Islander carers from all states and territories who use our Online Forum to connect with other carers and our counselling service for emotional and wellbeing support. CatholicCare Sydney has been approached by Aboriginal and Torres Strait Islander organisations in the Northern Territory to use the service to facilitate counselling with the Aboriginal Translating and Interpreting Service. Although carers can remain anonymous when accessing the service, we have supported identified Aboriginal and Torres Strait Islander carers for counselling since early 2019.



# Our Reconciliation Action Plan (RAP)

## RAP Champion

Our RAP Champion is the Executive Manager Strategy Management and Funding. The RAP Champion is a member of the Executive Leadership Team and their role is to act as a champion and ambassador for reconciliation initiatives internally and externally.

## The Importance of Reconciliation

We acknowledge that Aboriginal and Torres Strait Islander peoples are the Traditional Owners of Australia and the longest surviving culture on the planet and we value the cultures, knowledge and experiences that Aboriginal and Torres Strait Islander peoples hold.

CatholicCare Sydney has recognised the importance of developing connections and building relationships with our local Aboriginal and

Torres Strait Islander communities and working appropriately and sensitively with First Nations clients. However, this has traditionally taken place on a program-by-program basis. Our Out-of-Home Care programs, for example, traditionally have supported significant numbers of Aboriginal and Torres Strait Islander families and children and our employees have received cultural training and support from our funders and the local community. These programs are now known as Family Spirit, a collaboration with Marist180. Family Spirit employs an Aboriginal Cultural Consultant who has been able to provide

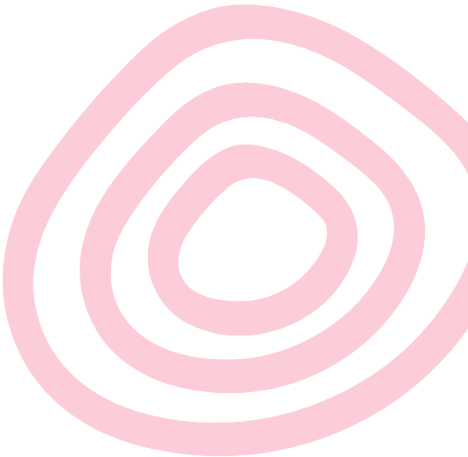
advice and expertise to contribute to our RAP planning. Our Family Support programs also support many Aboriginal and Torres Strait Islander families and go to great lengths to engage these families in cultural conversations to ensure services meet the needs of families. These programs are keen to understand how best to seek culturally appropriate feedback, in order to continuously improve their approach to working with clients to achieve positive outcomes.

Program staff who are working with First Nations people have been active in demonstrating the need for a whole-of-organisation approach to connecting with First Nations communities, not simply a program-based strategy. Program staff advocate strongly for regular participation by staff at all levels in reconciliation events and in generating consistent understanding and respect for First Nations people. Examples of this are demonstrated by Acknowledgement of Country on all relevant occasions, connecting to local communities through the sharing of information about cultures and a commitment to flexibly delivering services to meet the needs of each person and each community.

Our RAP has also come about through recognition of the increasing promotion of reconciliation by our funding partners. The federal government, state governments and local councils are all committed to reconciliation. As recipients of funding from these sources, CatholicCare Sydney recognises the importance of our increasing participation in reconciliation activities to understand Aboriginal and Torres Strait Islander communities, to demonstrate respect and to

work in culturally appropriate ways in our service delivery.

Finally, our RAP is increasingly important now that we are providing national services. Our carer services that launched in 2018 are funded by the federal government under the Carer Gateway brand and have brought contact with Aboriginal and Torres Strait Islander services in the Northern Territory and in Western Australia. These connections have shown us the need to respectfully connect with these organisations to build trust and to understand how to best train our staff, engage with carers from Aboriginal and Torres Strait Islander communities and to ensure our use of Aboriginal Translation Services in our practice best meets the needs of our clients. Our initial engagement has strongly demonstrated that an organisational plan is necessary and important in ensuring all of our services benefit from greater connection with, and understanding and respect of, First Nations people.







## Our Reconciliation Action Plan Journey

Our RAP journey formally began early in 2017 with the recognition that our informal program relationships with First Nations stakeholders should become a formal, organisation-wide commitment. Our first step was to learn from our colleagues in the Aboriginal Catholic Ministry who helped guide us, implementing acknowledgement of First Nations people as the Traditional Owners of Australia in our meeting rooms, on email signatures and verbally at commencement of all leadership and board meetings.

Our Community Engagement team spent time at the La Perouse Reconciliation Church in 2017, listening to the needs of church members and assisting in providing services particularly for young Aboriginal and Torres Strait Islander mothers and babies as part of our HOPE program. Since then, our ongoing journey to a formal RAP has been influenced by steps we have taken to inform and train our staff, develop relationships

and design culturally appropriate services and service brochures over a number of years.

Our previous cultural awareness training was implemented in some areas of our organisation including our Family Support Team with our Men's Behaviour Change Team also participating in the Education Centre Against Violence trauma training, conducted by a trainer who identified as an Aboriginal person at that organisation. Our carers' staff have been trained in Aboriginal and Torres Strait Islander Mental Health First Aid facilitated by a trainer who identified as an Aboriginal person and our service focus groups during development of these services incorporated feedback from carer workers in Dubbo who were working closely with First Nations families. Our Parent Line team undertook the development of a culturally appropriate brochure for Parent Line with Mudjungal Women's Centre in Darlinghurst, together with an Aboriginal Medical Centre on the Mid-North Coast and an Aboriginal artist.

Our Family Support workers receive cultural training from our state government funders in addition to seeking support from local community Elders. Our Parent Education Team has joined with parenting organisations in Dubbo to train and to learn from Aboriginal and Torres Strait Islander workers who support young families. We have garnered feedback in tailoring training that ensures Aboriginal and Torres Strait Islander

workers can use their own words, stories, and metaphors to deliver parenting support that best meets the needs of their respective communities.

## Our Plan Approach

At an Executive Leadership Team level, we identified the need to formalise our engagement with First Nations stakeholders and to formalise the process of learning from these stakeholders. This incorporated an initial enhancement of procedures for First Nations staff, for our clients and our communities and the commencement of the process of identifying gaps in our understanding. Our approach to developing our RAP continued since then with the commencement of our national carers programs in 2019 increasing the focus on the RAP and leading to a year-long, intensive approach to RAP development. Our approach to our Reflect RAP has commenced with the following staged strategies:

### Identify

We have commenced a number of identification activities, including a staff census which includes an approach to assist the organisation in identifying staff from different cultural backgrounds including First Nations people. In addition, an audit of program linkages to different

Aboriginal and Torres Strait Islander organisations, communities and groups who are important in establishing conversations that lead to greater understanding for CatholicCare Sydney has been undertaken. Employees and volunteers have been consulted in a process, which began in January 2020, across the organisation to identify particular programs and broader organisational priorities for our RAP to ensure all levels of the organisation have a connection to our Reflect strategies. Our identification strategy informed a further stage to identify organisations in our local areas that could support us in our RAP planning such as Aboriginal training organisations, procurement organisations, Aboriginal medical services, local councils and Aboriginal land councils.

### Connect

Once we have completed the documentation of our results from the identification process, the connection points will be allocated between staff who expressed interest in being part of our Plan. We will begin to make stronger connections with local Aboriginal communities where we work. We have already started this connection work through two organisations that are part of the Sydney Catholic Archdiocese. The Aboriginal Catholic Ministry in Alexandria and Jarjum College in Redfern are small organisations in need of additional funding and support and CatholicCare

Sydney has commenced aiding in grants and fundraising to help these organisations meet their identified goals.

### Listen and be curious

Our approach to these connection points has been, and will continue to be, to listen and to be curious. Our RAP, and its success, will depend on the quality of our listening, ensuring we regularly check our understanding with our First Nations staff and other stakeholders, to avoid misinterpretation. At all times in our connection meetings with the Aboriginal Catholic Ministry and Jarjum College, these organisations have been driving conversations and actions.

### Prioritise

We will listen to the views of our First Nations connections: our Aboriginal stakeholders, our Aboriginal clients (who wish to be a part of our process) and our Funders' Reconciliation actions to determine the priorities for focus for our RAP Working Group

### Come together

We will establish a RAP Working Group comprised of staff at different levels and in different areas of the organisation who are passionate about Reconciliation as well as our Aboriginal Stakeholder connections to ensure diverse voices are part of our RAP implementation. Our RAP Working Group will incorporate our First Nations staff and the Aboriginal Workers Circle we support to ensure broad consultation within and outside of the organisation.

### Involve

We will involve our staff, our volunteers, our clients, and other relevant stakeholders in our activities, employing effective communication strategies as we plan, and ensure feedback is openly sought and welcomed at all stages. In the early stages, we will be adopting more digital communication strategies to enable us to enact plans safely given the COVID-19 pandemic and will incorporate a variety of communications strategies when appropriate.



# Partnerships and Initiatives

CatholicCare Sydney has led several initiatives to engage with Aboriginal and Torres Strait Islander stakeholders in recent years.

## Multi Mix Mob

CatholicCare Sydney had long-standing connections with the Marrickville Aboriginal Mums Group, Multi Mix Mob, which was formed by a group of Aboriginal mums meeting in the park over ten years ago. The Group gradually became more focused on providing professional support for local Aboriginal and Torres Strait Islander families and CatholicCare Sydney parenting educators were initially asked to provide “123 Magic” programs for parents. The trusting relationship built with the group led to CatholicCare Sydney applying for a grant to support the group to run

healthy eating sessions and share the meals after the classes.

Out of Multi Mix Mob, we were approached to provide support to women in abusive relationships who had been turned away by other service providers as they had not left the relationship. Our educators understood the need to provide support and strategies to promote safety which led to the monthly Healing Circle hosted by CatholicCare Sydney for a number of years.

## Aboriginal Workers Circle

CatholicCare Sydney, over the last ten years, has also funded and hosted an Aboriginal Workers Support Circle (AWC). There are currently around 70 members. Our Aboriginal consultant holds meetings monthly to connect workers and Aboriginal and/or Torres Strait Islander peoples who work in the Inner West.

The aims of AWC are to:

- provide Aboriginal and Torres Strait Islander workers with support and information required to help them do their jobs and assist to develop the growth they require to perform their job at a high standard.

- allow for workers to debrief and yarn in order to feel supported.
- provide a way to network and form partnerships between local Aboriginal and Torres Strait Islander workers and organisations; and
- provide a comfortable, culturally appropriate, and safe meeting space.

My Kids and Me

In 2016, CatholicCare Sydney obtained a grant and provided training for all AWC members, to assist in upskilling local First Nation workers to support families where children had been removed. Workers were trained in programs such as My Kids and Me Trainer Training, plus self-care and group facilitation training. These relationships have helped refine delivery of My Kids and Me training to provide workers with options to use their own stories and metaphors to deliver the key messages.

Sydney Catholic Archdiocese connections

We support two of our Archdiocesan partner organisations, the Aboriginal Catholic Ministry and Jarjum School. Both these small organisations provide vital support to Aboriginal families in the Sydney area but have few spare resources to secure ongoing funding. We have connected with both organisations to assist workers with connecting to potential sources of funding support.

Campbelltown City Council

We have initiated contact with the team responsible for developing and implementing the RAP for the council. The team are supporting us in our RAP strategy, with the Aboriginal Liaison Officer providing support for us to connect with local Elders and community to ascertain appropriate and respectful ways to implement our RAP strategies.

Local councils for our sites

We have also initiated contact with the local councils of four different sites across Sydney and are holding conversations with their Aboriginal/Cultural Liaison Officers. We are exploring with these connections, respectful ways to engage with local Aboriginal and Torres Strait Islander communities to ensure we are able to provide appropriate and respectful services. We will seek feedback from these communities as to their preference for how we communicate the history and culture of Traditional Owners to our staff in each of our sites.

Sorry Day and National Reconciliation Week

CatholicCare Sydney worked with our Aboriginal staff and external stakeholders to develop our first communications for National Sorry Day and National Reconciliation Week 2020. Given the pandemic, we used digital communications to share our Cultural Lead’s National Sorry Day message and we shared the National Reconciliation Week social media posts and Acknowledgement of Country with all of our staff.

Cultural Training

CatholicCare Sydney purchased an online cultural training package in 2020 to be rolled out to all CatholicCare Sydney staff. The purchase of this particular training program was made with significant input from our RAP Consultant and our Family Spirit Cultural Consultant.





# Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"><li>Identify and connect with Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.</li></ul>	July 2021	Executive Manager Strategy and General Manager Community Engagement
	<ul style="list-style-type: none"><li>Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.</li></ul>	July 2021	RAP Coordinator
	<ul style="list-style-type: none"><li>Engage with the Metropolitan Local Aboriginal Land Council and the Gandangara Local Aboriginal Land Council, together with Aboriginal Liaison Officers from Sydney, Inner West, Liverpool and Campbelltown local councils to develop information for each site about First Nations Peoples, cultures and histories which is circulated in accordance with the preferences of local Aboriginal Elders and the community. Due to COVID-19, we will seek to gain these preferences through phone or other COVID-safe means.</li></ul>	September 2021	RAP Coordinator and General Manager Community Engagement

Action	Deliverable	Timeline	Responsibility
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 using Intranet and all staff announcements with downloadable information packages for teams.</li></ul>	April 2022	General Manager Community Engagement
	<ul style="list-style-type: none"><li>RAP Working Group members to participate in an external NRW event either face-to-face or digitally subject to the COVID-19 status at that time.</li></ul>	27 May – 3 June 2022	RAP Coordinator
	<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 either face-to-face or digitally.</li></ul>	27 May – 3 June 2022	RAP Coordinator
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"><li>Communicate our commitment to reconciliation to all staff via a Quarterly RAP newsletter circulated to all staff starting from our RAP commencement, focusing on the RAP activity of one program or area of the organisation per issue.</li></ul>	July 2021, October 2021, January 2022 and March 2022	CEO, RAP Coordinator and General Manager Community Engagement
	<ul style="list-style-type: none"><li>Identify external stakeholders that our organisation can engage with on our reconciliation journey.</li></ul>	July 2021	Executive Manager Strategy
	<ul style="list-style-type: none"><li>Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.</li></ul>	July 2021	RAP Coordinator
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"><li>Research best practice and policies in areas of race relations and anti-discrimination.</li></ul>	October 2021	Executive Manager People @ CatholicCare
	<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>	October 2021	Executive Manager People @ CatholicCare





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>Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation.</li></ul>	July 2021	Executive Manager Strategy
	<ul style="list-style-type: none"><li>Conduct a review of cultural learning needs within our organisation.</li></ul>	July 2021	Executive Manager People @ CatholicCare
	<ul style="list-style-type: none"><li>Ensure RAP Working Group members have identified cultural learning needs and recommendations made for rollout to all staff in first Working Group meeting.</li></ul>	July 2021	Executive Manager People @ CatholicCare
	<ul style="list-style-type: none"><li>Provide online cultural training to staff utilising an Aboriginal training organisation.</li></ul>	October 2021	Executive Manager People @ CatholicCare
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"><li>Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.</li></ul>	October 2021	Executive Manager Strategy
	<ul style="list-style-type: none"><li>Identify respectful ways to share this information with existing staff.</li></ul>	February 2022	General Manager Community Engagement
	<ul style="list-style-type: none"><li>Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li></ul>	January 2022	Executive Manager Families Division and Executive Manager Seniors Division
	<ul style="list-style-type: none"><li>Develop a Reconciliation area in our new Intranet to host this information which will include Quarterly Reconciliation Newsletters, information about Traditional Owners of the sites where staff are located, event information and a template for Acknowledgement of Country developed through our RAP Working Group.</li></ul>	January 2022	RAP Coordinator and General Manager Community Engagement

Action	Deliverable	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"><li>Raise awareness and share information amongst our staff about the meaning of NAIDOC Week using all staff email.</li></ul>	July 2021	Executive Manager Marketing and RAP Coordinator
	<ul style="list-style-type: none"><li>Raise awareness with stakeholders by sharing NAIDOC Week tiles on Facebook.</li></ul>	July 2021	Manager Digital Marketing
	<ul style="list-style-type: none"><li>Introduce our staff to NAIDOC Week by promoting external events in our local area.</li></ul>	July 2021	RAP Coordinator and General Manager Community Engagement
	<ul style="list-style-type: none"><li>Host one video/film screening promoting reconciliation through NAIDOC Week encouraging all staff at the site to attend.</li></ul>	July 2021	Family Spirit Cultural Consultant and General Manager Community Engagement
	<ul style="list-style-type: none"><li>RAP Working Group to participate in an external NAIDOC Week event either face-to-face or digitally subject to Covid-19 status.</li></ul>	July 2021	RAP Coordinator
8. Explore opportunities to ensure culturally appropriate messaging and service delivery.	<ul style="list-style-type: none"><li>Establish culturally appropriate ways to seek feedback from clients to ensure culturally appropriate service delivery enhancements can be made using this learning.</li></ul>	January 2022	Clinical Development Lead Families Division, Research and Evidence Officer Families Division and Business Assurance Clinical Lead
	<ul style="list-style-type: none"><li>Review our website content and identify, with our RAP Working Group, suitable messaging, content, and images to demonstrate our RAP journey, our commitment to promoting reconciliation and our work to establish safe, appropriate service delivery for First Nations clients.</li></ul>	February 2022	General Manager Seniors Division, General Manager Community Engagement, General Manager Families Division



## Opportunities

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	<ul style="list-style-type: none"> <li>Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.</li> </ul>	August 2021	Executive Manager People @ CatholicCare
	<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	Executive Manager People @ CatholicCare
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> <li>Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.</li> </ul>	October 2021	Executive Manager Strategy, Procurement Manager and RAP Coordinator
	<ul style="list-style-type: none"> <li>Investigate Supply Nation membership.</li> </ul>	April 2022	Executive Manager Strategy and RAP Coordinator



## Governance

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working Group to drive governance of the RAP.	<ul style="list-style-type: none"> <li>Form a RAP Working Group to govern RAP implementation.</li> </ul>	July 2021	Executive Manager Strategy
	<ul style="list-style-type: none"> <li>Draft Terms of Reference for the RAP Working Group.</li> </ul>	July 2021	RAP Coordinator
	<ul style="list-style-type: none"> <li>Establish Aboriginal and Torres Strait Islander representation on the RAP Working Group.</li> </ul>	July 2021	RAP Coordinator
12. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> <li>Define resource needs for RAP implementation.</li> </ul>	August 2021	RAP Coordinator
	<ul style="list-style-type: none"> <li>Engage senior leaders in the delivery of RAP commitments.</li> </ul>	August 2021	Executive Manager Strategy
	<ul style="list-style-type: none"> <li>Define appropriate systems and capability to track, measure and report on RAP commitments.</li> </ul>	September 2021	RAP Coordinator with Manager Business Assurance



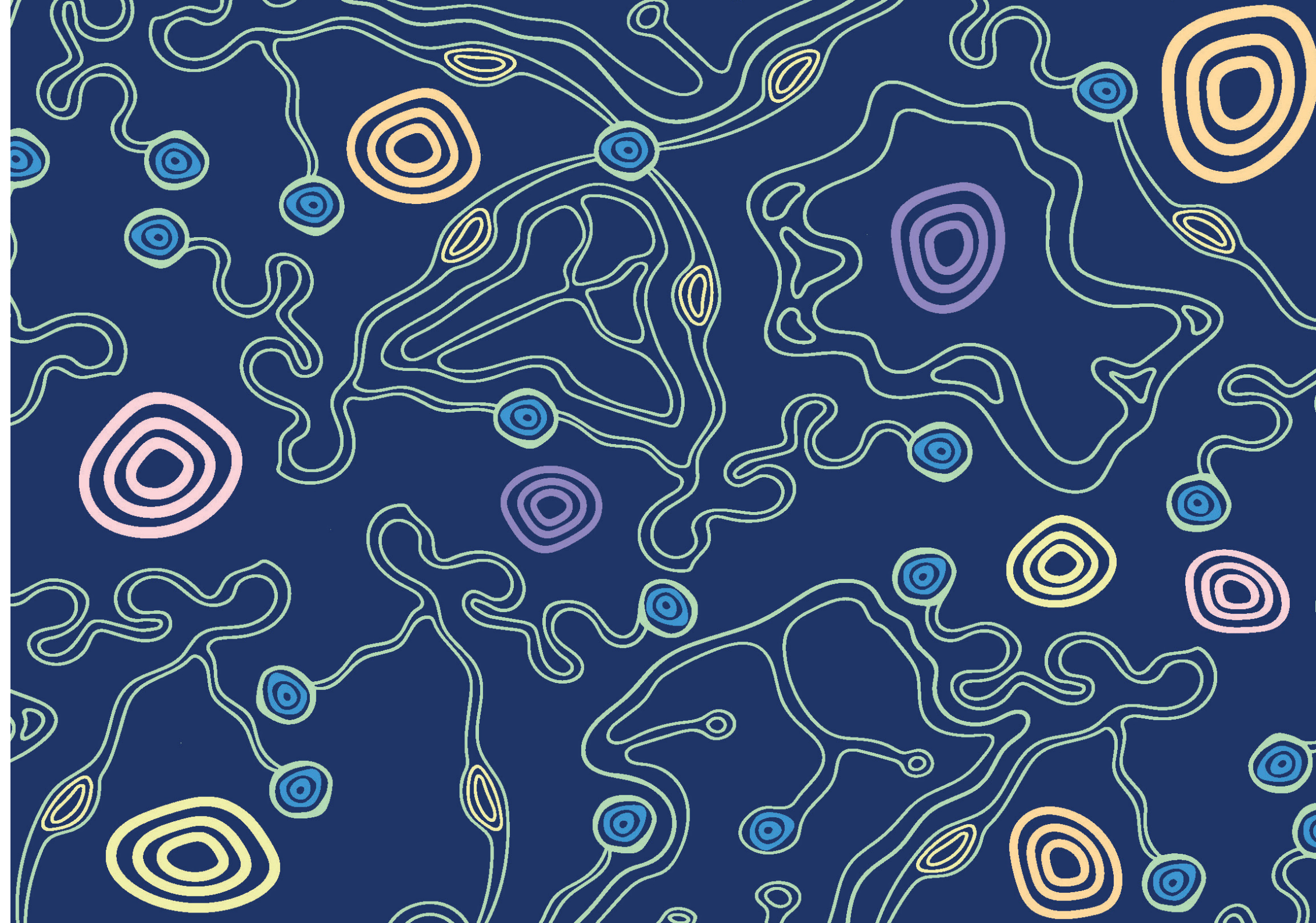


## Governance

Action	Deliverable	Timeline	Responsibility
13. 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>	September 2021	Executive Manager Strategy
14. 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>	March 2022	Executive Manager Strategy


### Contact details

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