

Centacare New England North West Innovate Reconciliation Action Plan July 2022 - June 2024



Statement of Commitment

CEO Foreword

Centacare New England North West is pleased to present our Innovate Reconciliation Action Plan. This RAP is a celebration of our achievements under our first plan, and the framework for our ongoing journey of respect, relationship building, and opportunities for the provision of meaningful services to the first custodians of this land.

The staff of Centacare NENW embraces the purpose of providing services that enhance and improve each and every individual's potential, and our Innovate RAP is designed to assist with this within the first nations' community.

I encourage all within Centacare NENW, and those partnered with us, to be an active part of reconciliation promotion.



David Holzigal,
Interim Chief Executive Officer
Centacare New England
North West

Board Endorsement

Centacare NENW is looking forward to working closely with Reconciliation Australia to ensure our commitments outlined in the Reconciliation Action Plan are meaningfully implemented and fully realised. Centacare NENW staff have worked tirelessly in developing a RAP that is inclusive, reflective of the consultation and feedback received from local communities and key stakeholders and drives a culture of respect, recognition and celebration. The RAP is premised on meaningful action as identified and driven by our local communities.

The Board fully support the RAP and look forward to seeing the developments achieved through the important work of RAP Committee and supported more widely across the organisation. This work is imperative to ensure we are culturally responsive and safe in the delivery of our frontline practices and ensuring Centacare is a safe and inclusive workplace where we recognise and celebrate our First Nations people and communities.



CEO Statement



Reconciliation Australia commends Centacare NENW 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 Centacare NENW 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, Centacare NENW 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 life-blood 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.

Centacare NENW 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 Centacare NENW'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.



Karen Mundine,
Chief Executive Officer
Reconciliation Australia

Our RAP Working Group



Amber Varcoe

Amber is the Wellbeing Program Manager for the Norwest, overseeing the wellbeing programs in the Northwest area including Narrabri and Moree. Reconciliation is important to me as I feel that it is important to acknowledge that past and acknowledge that healing is an ongoing journey for all Australians. It is important that Non-Indigenous Australians recognised the injustices and inequalities of Aboriginal and Torres Strait Islander people and work towards better healing for the future in an honest and truthful way.



Matt Andrews

Fallon has worked for Centacare NENW for 4 years and is the Executive Manager, overseeing the Family, Wellbeing and Justice portfolios. Fallon was raised on the MidNorth Coast of NSW, moving to Tamworth 15 years ago.

Fallon is married and has five children. Fallon's husband and children identify as Dunghutti, with strong Kamilaroi links through his maternal grandmother who was born on raised in Coonabarabran.

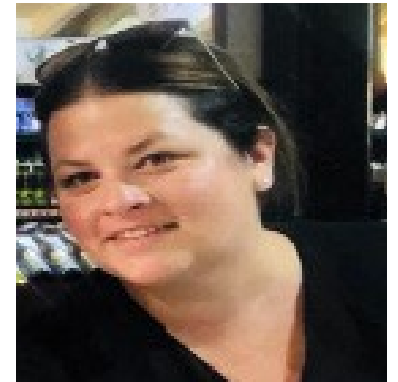
Reconciliation, to me, is personal and meaningful. It's moving beyond token approaches and instead all Australians meaningfully embracing, celebrating and being proud of our Aboriginal cultures. Empathise with past hurts, understand current situations and realities, push for change, advocate for justice, challenge racism and educate misguided viewpoints and heal together into the future with mutual respect.

Matt is the Program Manager for the Youth on Track program at Centacare NENW. Matt is a Non-Indigenous Australian who was born on Darkinjung land (Central Coast).

Matt currently lives on Anaiwan Land (Armidale) and has done so for the past 17 years.

Reconciliation is important to Matt as "it's essential to acknowledge the past, learn from the mistakes and work together to overcome the pain, inequalities and hurt caused".

Matt feels privileged to be a part of Centacare NENW's journey in developing a reconciliation action plan. Matt is a father of two and believes that this process will help bring him and future generations closer to reconciliation and healing.



Fallon Roberts

Cooper is our HR Officer based in the Tamworth Office - RAP is important to me as i believe it's important to acknowledge and learn from the past to better our future. Working in Human Resorces, I believe it is a crucial part of this field to understand reconciliation and what steps we can take moving forward to help the injustices that has been faced by Aboriginal & Torres Strait Islander People.



Cooper Faint



Sheena Fernando

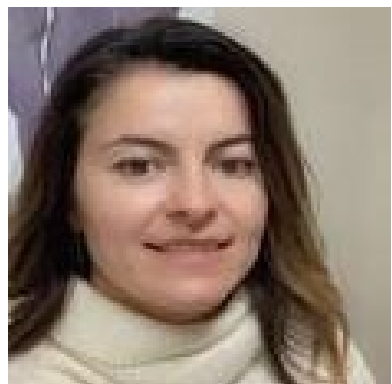
Sheena is a proud Gamilaraay Yinnar born and living on Gomeroi Country, Moree, NSW, I am a Family Support Worker/Facilitator for the Rural Parenting Resilience program. What reconciliation means to me "Acknowledging the past injustices, and the ongoing inequalities, experienced by Aboriginal and Torres Strait Islander peoples since colonisation, and to commit to working towards a more equal and respectful future for our children and younger generations and only through understanding and accepting the wrongs will we move forward and heal together.

Renee Finnigan has worked at Centacare for 7 months, for (YDAS) Youth Drug & Alcohol service at Narrabri NSW. Renee was raised on the Mid North Coast in a town called Bellingen Gumbaynggirr Country, Renee moved to Narrabri 16 years ago, to raise her 3 children with her husband. Renee has been working in the Community Sector for 10 years at Narrabri on the Gami-laraay Country.

Reconciliation is important to Renee whilst working alongside Youth – Reconciliation is everyone's business. Listening to the young people we support, learning and sharing stories, building and creating opportunities that every individual contributes to creating a better future.



Renee Finnigan



Cigdem Watson

Cigdem has been with Centacare NENW for over 10 years. Cigdem is an Executive Manager for Centacare NENW National Psychosocial Support service across the Narrabri, Moree and Walgett Shires; Youth Drug & Alcohol Services across the Tamworth, Narrabri & Moree Shires; and the Emergency Relief service the across Walgett, Lightning Ridge and Moree Shires. She is a mother of two and an innovative highly motivated professional with diverse experience across Alcohol & Other Drugs, Youth at risk and Mental Health.

Reconciliation is important to me as I believe that working towards fostering a future of healing requires all Australians to truthfully and respectfully, acknowledge the wrongs and past injustices faced by Aboriginal and Torres Strait Islander peoples.

Yaama- (Hello) - My Gamilaraay name is Duwali but my English name is Hollie. I'm proud Gamilaroi Yinarr born and living on Gamilaroi Country. I'm proud to say I work at Centacare New England North West as the Aboriginal Liaison Officer and this is what reconciliation means to me. It means we should acknowledge the truth of Australian history and acknowledge what really happens to us Aboriginal and Torres Strait Islander people. Acknowledge the Aboriginal and Torres Strait Island's beautiful and amazing culture by learning as much as possible about it all. So we can continue on the culture to not only indigenous people but also to the non-indigenous people. For them to learn what our culture is and why it's so important to us, as we had to learn there's. I believe if everyone learns about our Culture it will make all of us so much stronger as people and as a country. I also believe it will help us Aboriginal and Torres Strait Islander people heal from what has happened to us.



Hollie Taggart



Liam McNair

Liam is a Non-Indigenous facilitator and family support worker for the Family Rural Resilience Program at Centacare NENW. Reconciliation is important to me because I do not believe that this issue should be set to autopilot, so it was a privilege to be invited to assist in developing the Centacare NENW Reconciliation Action Plan. Having spent my teenage years in NZ, I have seen the social and cultural benefits that working towards reconciliation can reap. My partner is a Woolwonga Woman, and I want her and our future children to live in a society where reconciliation has been fully realised.

Ren is a proud Kamilaroi woman, born and living on Gomeroi Country, Tamworth NSW. She is the Business Coordinator for headspace programs across the NENW region. Reconciliation for me is about all Australians coming together with the shared acknowledgment of the past and ongoing injustices our Aboriginal and Torres Strait Islander people have experienced. It is about the real commitment to listen, learn and move together to a healing future.



Rhiannon Allan



Tessa Monkton

Tessa is from Inverell Kamilaroi country. I am working in the Rural Parenting Resilience Program as a family support worker and a Community Visitors Scheme Coordinator.

I have been a member of the Centacare team for seven years. During my time in the RPRP program, I have been privileged to explore and work alongside Indigenous families. I feel passionate about embracing knowledge and traditions that can bring awareness and strength to our Aboriginal and Torres Strait Islander communities.

I think it essential to change the deficit discord paradigm that surrounds the Aboriginal and Torres Strait Islander and acknowledge the past and the injustice and effects of institutional racism through social exclusion and the ongoing impact that this has on Indigenous families that we work alongside.

It is imperative to change and adapt our practices to ensure we provide culturally competent and holistic service by empowering Aboriginal and Torres Strait Islander and communities to strengthen and change the narrative for our future generations.



Lana Schuberth

Mel is a proud Gomeroi woman from Tamworth NSW.

I was born in Tamworth and have lived here majority of my life.

I am a case worker at Centacare NENW for the Youth On Track Program.

Reconciliation is a time to reflect on the work we do, and still have to do in bridging the gap between Aboriginal and Torres Strait Islander people and Non-Indigenous people. to strengthen strategies already in place and implement other that are equally important to create greater quality in our communities.



Melinda Saunders

Lana is a Non-Indigenous client pathways officer for Centacare NENW in Tamworth.

I have lived in Tamworth on Kamilaroi land for the past 10 years. Being a part of depepoling the RAP has been a privilege and meaningful experience. I believe it is incredibly important for Non-Indigenous people to acknowledge and respect Aboriginal and Torres Strait Islander culture and maintain an awareness and understanding of past injustices. Reconciliation to me is all about Australians coming together and committing to a change for equality. It is important to teach our younger generations to celebrate each other and our differences to inspire a more positive and safe future.

A Collective Approach

A Collective Approach represents the work that Centacare provides across the New England North West region, encompassing the nine local government areas. Each round circle represents a different community across the Centacare footprint. Inside each individual circle is a different symbol that represents the work Centacare are doing in and for people across all of those communities.



Circle Meanings

The central circle - connects and intertwines throughout all the nine circles, highlighting the organisation commitment to delivering quality professional counselling, support, accommodation, mediation and training services.

Emu footprint - represents the Dhinawaan in the sky Dreaming story, as she watches over and protects all who live and work on Gomeroi/Gamilaraay country, symbolising Centacare's strong footprint in rural and remote communities.

A hand - represents what you do as a service, offering a hand of support, creating key relationships and strong networks other services to provide the best possible outcomes and support for communities.

Female and Male - symbols represent Elders, men, women and children providing and highlighting the important role and support you provide in strengthening people and communities.

A star - (Miri) symbolising hope and guidance. A knowledge circle as a majority of the work you do is about sharing knowledge and offering support.

Mountains- which spans the region of which Centacare weaves its way across.

A Coolamon- (with food in it) this symbolises sharing.

Artist - Jodie Hearden



Jodie Herden is a descendant of the Fields/Kim families. A proud Gamiliraay women born and raised in Tamworth NSW.

Jodie Aboriginal Grandparents, Thomas and Ella Fields, her father's family lived on the camping reserve in Tamworth NSW in the 1950's.

Growing up she was strong in spirit and the connection to country and culture that was passed onto her from her father, aunts and uncles and it kept her strong! Art is her passion! It has saved her from many a dark moment, she now knows it was her ancestors guiding her. With every brush stroke, she feels them, surrounding and guiding her, giving her the images for the artworks and the stories of her culture.

An experienced exhibiting artist with over 30 years' art making experience Jodie has works on show all around the state. She was invited to have works exhibited overseas and promoted in an ad for Qantas with one of Australia's largest Arts Network Bluethumb.

Jodie has several commissions hanging throughout NSW and Australia with current work in Tamworth Rural Referral Hospital as apart of the Dharay Mali Project.

Jodie also has commissioned pieces for FRNSW, after lengthy community consultation across Gomeroi country as a part of NSWFR Indigenous Partnership Strategy her work can now be viewed on several Fire Tankers across the Gomeroi Nation. She also has completed several large murals in schools across the Armidale Diocese and public sector system.

Jodie is the lead resident artist and workshop facilitator for Splash on Peel Gallery and Arts Centre and facilitates many Cultural/Art workshops across the NENW Region for the past 10 years.

She was awarded Aboriginal Artist of the Year in 2016 NSW LALC NAIDOC Awards and was honoured to receive the 2018 Indigenous Women of the Year Award with Zonta International.

Through her art Jodie aims to highlight, educate and share the beauty of her culture, it is one of the oldest living cultures in the world!

'Her canvas is her story book and is the way she shares the narrative of her people and her country!'



Our Vision for Reconciliation

Our vision for reconciliation is for an inclusive community where all people feel safe, respected and equal and where Aboriginal and Torres Strait Islander Cultures are embraced and celebrated by all sectors of the community. We commit to ensuring that our services are accessible, support meaningful change and contribute towards a cohesive community.

We will:

Actively acknowledge and celebrate the Original Owners and Custodians of the land we stand and work on.

Recognise and embrace the rich cultures of Aboriginal and Torres Strait Islander peoples, celebrate the ongoing contributions that Australia's first people make to our communities.

Empower Aboriginal and Torres Strait Islander people, communities and services through respect, support and service collaboration.

Recognise inequality, create opportunities and work towards overcoming ongoing barriers impacting Aboriginal Australia's first peoples and Torres Strait Islander people



Our Business

Centacare NENW is one of the leading providers of Family Services, Wellbeing and Mental Health services within the New England North West region. Centacare NENW holds contracts with various federal, state funding bodies and private organisations for the delivery of services under the following banners – Mental Health and Wellbeing, Family, first nation and multicultural communities, Youth programs and Disabilities.

Centacare NENW's core business falls into the following categories:

1. Psychological support through psychology and counselling programs, Employee Assistance Programs and Gambling Help.
2. Family Services including the Family Relationship Centre - family and property mediation, parenting programs, family counselling. Family violence services. Family support services such as family case management and wellbeing groups for 0-18yrs, parent support and capacity building groups.
3. Aboriginal Specific services including Aboriginal family and youth support services.
4. Youth services including headspace, Youth Drug and Alcohol services and Youth on Track.
5. Disability services including supported independent living situations, plan management services and Centacare also an NDIS registered provider.

Centacare NENW currently employs over 150 staff, maintaining 15-20% of staff members who identify as Aboriginal and Torres Strait Islander people. Centacare NENW has strong leadership and management structures. This structure consists of a Board, The Chief Executive Officer and a strong suite of Executive Leaders and Program Managers. Frontline staff are skilled, experienced and passionate and are drawn from a range of fields and backgrounds.

Centacare NENW has strong stakeholder connections and service partnerships across the region to ensure service delivery is collaborative, coordinated and community-driven. Formal and informal partnerships are in place and maintained with government and non-government agencies across health, justice, families and aboriginal specific services.

Our offices are located in Armidale, Tamworth, Narrabri, Moree, Gunnedah, Inverell, Glen Innes and Walgett. Outreach services are provided across the New England North West regions to communities such as Boggabilla, Toomelah, Collarenebri, Lightning Ridge, Tenterfield, Mungindi, Quirindi, Emmaville, Manilla and Walcha.



Our RAP

Centacare New England North West is committed to acknowledging, respecting and continually celebrating Aboriginal and Torres Strait Islander peoples, communities and cultures. This commitment informs all approaches to community involvement, service provision and internal staff approaches. Centacare NENW has developed a Reconciliation Action Plan as a formal statement of our commitment to reconciliation. This commitment will be meaningful and ongoing.

Centacare NENW's Reconciliation Action Plan provides a framework for Centacare NENW to not only support the national reconciliation movement but also drive the internal commitment to reconciliation through measured steps and approaches. It is a supportive and accountable approach.

Centacare NENW is located in regional NSW and has high numbers of Aboriginal and Torres Strait Islander people in our communities. It is important to Centacare NENW that our work within these communities is culturally safe, culturally considered and meaningful. Community approaches and service provision approaches feature strongly through Centacare NENW's RAP.

Centacare NENW maintains an Aboriginal and Torres Strait Islander staffing model of roughly 20%. It is important to Centacare NENW that we support our Aboriginal staff, promote a workplace culture driven by inclusivity, safety and respect and ensure we take meaningful steps to celebrate Australia's First peoples Aboriginal and Torres Strait Islander cultures not only during cultural significant times but embed this celebration into our daily work practices.



The RAP Working Group is made up of Aboriginal and non-Aboriginal staff and has representation from all levels of the organisation including executive leadership, middle management and frontline staff from all programs. Staff including representative of their locations with all larger offices represented on the RAP Working Group.

This representation ensures effective communication through management and program lines and also across geographical locations.

The RAP Champion is a member of the Executive Leadership team who oversees the Family, Wellbeing and Justice portfolio. The RAP champion will be responsible for driving internal engagement and awareness of the RAP at all levels of organisational operation.

Centacare NENW had their first RAP endorsed in 2017-2018. Centacare NENW has experienced a significant amount of growth since this time and we recognise that our core guiding documents must expand in line with these developments. As such the initial RAP endorsed in 2017-2018 was a Reflect RAP which allowed Centacare to take meaningful steps towards a more comprehensive and reflective RAP.

Since the 2017-2018 RAP Centacare NENW has engaged in high level consultation process internally and externally to ensure the subsequent RAP is meaningful and sustainable and reflective of our staff, clients, stakeholders and communities. The Reflect RAP has allowed Centacare NENW to begin the reconciliation journey and acted as a springboard into the more in-depth Innovate RAP. The Innovate RAP builds upon steps Centacare NENW has already taken towards reconciliation including celebrating significant events.

These include running Reconciliation Day Community events, hosting Close the Gap Day Community BBQ's, running NAIDOC events, coordinating community based events such as Aboriginal based program launches and showcases as well as partnering with Aboriginal and Torres Strait Islander agencies to deliver community support and client services and displaying local art works throughout our buildings.



Relationships



Centacare believes in building and maintaining a meaningful, trusted and respectful relationship, by having a mutual understanding in order to create meaningful relationships between Aboriginal and Torres Strait Islander peoples and other Australians.

Focus Area:

Strengthening community relationships across the service footprint through a lens of mutual respect, celebration and culturally responsive

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. Specific to program based and organisational activities and approaches.	January 2023	Family wellbeing Manager Executive Manager
	• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	January 2023	Family wellbeing Manager Executive Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023, 2024	Executive Manager
	• RAP Working Group members to participate in an external NRW May event.	May 2023, 2024	Executive Manager
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2023, 2024	Executive Manager
	• Organise at least one NRW event each year at each Centacare NENW site: Armidale, Tamworth, Moree, Narrabri, Walgett & Inverell.	May 2023, 2024	Family wellbeing Manager Executive Manager
	• Register all our NRW events on Reconciliation Australia's NRW website.	May 2023, 2024	Executive Manager

3. Promote reconciliation through our sphere of influence.	• Implement strategies to engage our staff in reconciliation.	January 2023	Executive Manager Support Worker Facilitator/Mediator
	• Communicate our commitment to reconciliation publically through Centacare NENW Website, Facebook (social Media) and in the Centacare NENW Magazine.	August 2022	Executive Manager Media Manager
	• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	January 2024	Executive Manager Support Worker Facilitator/Mediator
	• Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	January 2024	Executive Manager Support Worker Facilitator/Mediator
	• Identify members of the Executive Team as pro-active RAP spokespersons for the organisation.	August 2022	Executive Manager
	• Ensure our Board is well briefed on RAP to enable them to utilise their net-works and resources to support the external promotion of our RAP initiatives.	August 2022	Executive Manager
4. Promote positive race relations through anti-discrimination strategies.	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	January 2024	Executive Manager Quality Assurance Manager
	• Develop, implement and communicate an anti-discrimination policy for our organisation.	January 2023	Executive Manager Quality Assurance Manager
	• Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	January 2023	Executive Manager Quality Assurance Manager
	• Educate senior leaders on the effects of racism	January 2023	Executive Management
5. Build and strengthen relationships with national and state based reconciliation bodies	• Aim to have a Centacare representative on relevant national and NSW based reconciliation bodies where feasible.	January 2023	Executive Manager
	• Create key relationships and networks with local agencies, health care and mental health care services, Elders and community leaders.	January 2024	Executive Manager

Respect



As a community organisation, Centacare NENW acknowledges the importance of Aboriginal and Torres Strait Islander ways of being and doing that have developed over tens of thousands of years and continue to survive to this day.

This Reconciliation Action Plan is our declaration to walk the path of reconciliation with our communities by reflecting on our histories, taking time to celebrate our successes and showing pride in the cultures of our unique corner of the world.

Focus Area:

Working towards a better understanding of First Nations ways of being and doing in the New England North West context.

Action	Deliverable	Timeline	Responsibility
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Conduct a review of cultural learning needs within our organisation.	December 2022	Family Wellbeing Manager Facilitator/Mediator
	• Review previous RAP and identify cultural training already completed by staff.	December 2022	Family Wellbeing Manager Facilitator/Mediator
	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	December 2022	Family Wellbeing Manager Facilitator/Mediator
	• Contact Oorala ACKP and/or other cultural groups in the area.	December 2022	Family Wellbeing Manager Facilitator/Mediator
	• Develop, implement and communicate a cultural learning strategy for our staff.	December 2022	Family Wellbeing Manager Facilitator/Mediator
	• Develop priorities of cultural learning within Centacare New England North West.	December 2022	Family Wellbeing Manager Facilitator/Mediator
	• Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	January 2023	Family Wellbeing Manager Facilitator/Mediator
	• Identify formal and structured cultural learning within Centacare New England North West geographic e.g. day trips, bush craft, art workshops, or other experiential activities. Include managers but also a mix of all staff from different levels in order to foster cohesion within the org.	January 2023	Family Wellbeing Manager Facilitator/Mediator
	• Display Aboriginal Artwork and Symbolism throughout each site,	August 2022	Family Wellbeing Manager Aboriginal Liaison Officer Support Worker

2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> • Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	July 2023	Human Resources Manager Executive Manager
	<ul style="list-style-type: none"> • Create a cultural protocol document that is to be required reading for all new Centacare New England North West staff and have it be a mandatory unit for staff to complete on the same level as harassment or WHS online training. 	July 2023	Human Resources Manager Executive Manager
	<ul style="list-style-type: none"> • Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country 	July 2023	Human Resources Manager Executive Manager
	<ul style="list-style-type: none"> • Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. 	July 2023	Human Resources Manager Executive Manager
	<ul style="list-style-type: none"> • Identify significant events in the Centacare New England North West calendar where this is not already present e.g. family fun days, open days etc. 	July 2023	Human Resources Manager Executive Manager
	<ul style="list-style-type: none"> • Conduct a Smoking ceremony upon the commencement of the new calendar year or other significant time of the year at each site. 	July 2023	Human Resources Manager Executive Manager
	<ul style="list-style-type: none"> • Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings, with an expectation that this is a shared process for all staff to be involved in, not just the Chair of the meeting. 	July 2023	Human Resources Manager Executive Manager
	<ul style="list-style-type: none"> • Display Acknowledgement Plaques throughout each site. 	July 2023	Human Resources Manager Executive Manager Support Worker
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> • RAP Working Group to participate in an external NAIDOC Week event. 	July 2022, 2023	Executive Manager Aboriginal Liaison Officer
	<ul style="list-style-type: none"> • Identify a NAIDOC dinner or other celebration event to attend. 	July 2022, 2023	Executive Manager Aboriginal Liaison Officer
	<ul style="list-style-type: none"> • Promote and encourage participation in external NAIDOC events to all staff. 	July 2022, 2023	Human Resource Officer Executive Manager Aboriginal Liaison Officer
	<ul style="list-style-type: none"> • Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. 	July 2022, 2023	Human Resource Officer Executive Manager Aboriginal Liaison Officer
	<ul style="list-style-type: none"> • Distribute Regular org wide emails regarding NAIDOC week similar to the emails we receive about Catholic celebrations 	December 2022, 2023	Human Resource Officer Executive Manager Aboriginal Liaison Officer

4. Support staff in attending to Sorry Business	<ul style="list-style-type: none"> • adopt a support process for Aboriginal and Torres Strait Islander staff to attend to Sorry Business. This procedure will be developed by the RWG in consultation with the Aboriginal Consultative Group. 	July 2023	Executive Manager Human Resources Manager
	<ul style="list-style-type: none"> • Include additional leave provisions for Aboriginal and Torres Strait Islander staff to attend to Sorry Business. A procedure to be developed to reflect this movement. 	July 2023	Executive Manager Human Resources Manager
5. Recognise and acknowledge important events such as NAIDOC week, National Reconciliation Week and Sorry Day	<ul style="list-style-type: none"> • Aboriginal and Torres Strait Islander staff to have a day off during NAIDOC Week. 	July 2022 2023 2024	Family wellbeing Manager Executive Manager Facilitator/Mediator
	<ul style="list-style-type: none"> • participate in community events acknowledging significant dates. 	December 2023	Family wellbeing Manager Executive Manager Facilitator/Mediator
	<ul style="list-style-type: none"> • host flag raising ceremonies at all Centacare NENW sites, morning teas and/or luncheons for Elders of each community. 	December 2023	Family wellbeing Manager Executive Manager Facilitator/Mediator
	<ul style="list-style-type: none"> • Executive Team host a NAIDOC week mass and/or National Sorry Day Mass annu-December ally with the Bishop. 	December 2023	Executive Manager Mission Committee Executive Manager Disabilities
	<ul style="list-style-type: none"> • Host an Annual NAIDOC Week Mass and/or National Sorry Day Mass Mass in the Armidale Cathedral for all Centacare NENW staff acknowledging NAIDOC week. 	December 2023	Executive Manager Mission Committee Executive Manager Disabilities



Opportunities



Centacare New England North West see opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities as important to ensure there is a strong relationship between Aboriginal and Torres Strait Islander communities, businesses and staff. Centacare

New England North West will increase, develop and investigate professional development and employment opportunities, stakeholder involvement, and supplier relationships with Aboriginal and Torres Strait Islander businesses.

Centacare New England North West acknowledges the importance of strong relationships and opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities as integral to overcoming barriers and challenges. We commit to addressing inequality while strengthening stakeholder involvement, supplier relationships and employment opportunities for Aboriginal and Torres Strait Islander peoples. We also commit to strengthening the awareness of staff through the development of culturally appropriate training – drawing on the knowledge, expertise and skills of Aboriginal Employees.

Focus Area:

Implement a measured and achievable approach to creating meaningful opportunities across identified spheres relevant to the social services.

Action	Deliverable	Timeline	Responsibility
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, retention and professional development	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	July 2023	Executive Manager Human Resources Manager
	• Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment and professional development.	July 2023	Executive Manager Human Resources Manager Family wellbeing Manager Family Counsellor
	• Conduct a review and update of current HR processes and implement new processes where required.	July 2023	Executive Manager Human Resources Manager Family wellbeing Manager Family Counsellor
	• Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	July 2023	Executive Manager Human Resources Manager Family wellbeing Manager Family Counsellor
	• Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	July 2023	Human Resources Manager

1.	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to remove barriers to Ab- original and Torres Strait Islander participation in our workplace. 	July 2023	Executive Manager Human Resources Manager Family wellbeing Manager Family Counsellor
	<ul style="list-style-type: none"> Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce. 	July 2023	Executive Manager Human Resources Manager Family wellbeing Manager Family Counsellor
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander procurement strategy 	December 2023	Human Resources Manager
	<ul style="list-style-type: none"> Investigate Supply Nation Membership. 	December 2023	Executive Manager
	<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff, where relevant.(added) 	December 2023	Executive Manager Corporate Services Executive Magager
	<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods December and services from Aboriginal and Torres Strait Islander businesses. 	December 2023	Executive Manager Corporate Services Executive Magager
	<ul style="list-style-type: none"> Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. 	December 2023	Executive Manager Human Resources Manager Family wellbeing Manager Facilitator/Mediator
	<ul style="list-style-type: none"> Increase Centacare NENW awareness of Aboriginal and Torres Strait Islander businesses in the region and strengthen business relationships 	December 2023	Executive Manager Human Resources Manager Family wellbeing Manager Facilitator/Mediator
3.Increase training opportunities for Ab-original And Torres Strait Islander Staff	<ul style="list-style-type: none"> Implement training plans for Aboriginal and Torres Strait Islander staff. 	December 2023	Executive Manager Human Resources Manager Family wellbeing Manager Facilitator/Mediator
	<ul style="list-style-type: none"> Review and update training plans with Aboriginal and Torres Strait Islander staff. 	December 2023	Executive Manager Human Resources Manager Family wellbeing Manager Facilitator/Mediator

3.	<ul style="list-style-type: none"> Aboriginal and Torres Strait Islander staff encouraged to attend and present papers at State, National and International Conferences around Indigenous Wellbeing . 	January 2024	Executive Manager
4. Develop opportunities for Aboriginal and Torres Strait Islander staff to progress through the different levels of the organisation i.e. moving from case work to management	<ul style="list-style-type: none"> Create meaningful opportunities for Aboriginal and Torres Strait Islander staff to backfill and obtain experience in management roles. 	July 2023	Executive Manager Human Resources Manager Family wellbeing Manager Facilitator/ Mediator Family Counsellor
	<ul style="list-style-type: none"> Create a professional mentoring network for Aboriginal and Torres Strait Islander staff within NENW. The mentoring program will link Aboriginal and Torres Strait Islander staff who have an interest in management with a manager to engage in mentoring and guidance on professional development in leadership. 	July 2023	Executive Manager Human Resources Manager Family wellbeing Manager Facilitator/ Mediator Family Counsellor
5. Seek funding opportunities for Centacare New England North West to deliver Aboriginal and Torres Strait Islander programs to the community	<ul style="list-style-type: none"> Investigate opportunity for Centacare NENW to apply for funding to deliver Aboriginal and Torres Strait Islander programs to local communities. 	July 2023	Executive Manager Aboriginal Liaison Officer
	<ul style="list-style-type: none"> Consult with local communities to plan what the needs and wants of the community are. 	July 2023	Executive Manager Aboriginal Liaison Officer



Governance

Action	Deliverable	Timeline	Responsibility
• Establish and maintain effective RAP Working group (RWG) to drive governance of the RAP.	• Maintain Aboriginal and Torres Strait Islander representation on the RWG.	January 2023	Executive Manager
	• Establish and apply a Terms of Reference for the RWG.	March 2023	Executive Manager
	• Meet at least four times per year to drive and monitor RAP implementation	July 2022, 2023 October 2022, 2023 January 2023, 2024 April 2023, 2024	Executive Manager
• Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	March 2023	Executive Manager
	• Engage our senior leaders and other staff in the delivery of RAP commitments.	March 2023	Executive Manager Family Wellbeing Manager
	• Define and maintain appropriate systems to track, measure and report on RAP commitments.	March 2023	Executive Manager
	• Appoint and maintain an internal RAP Champion from senior management.	July 2022	Executive Manager
• Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2022, 2023	Executive Manager
	• Report RAP progress to all staff and senior leaders quarterly.	July 2022, 2023 October 2022, 2023 January 2023, 2024 April 2023, 2024	Executive Manager
	• Publically report our RAP achievements, challenges and learnings, annually.	July 2022, 2023	Executive Manager Media Manager
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	June 2023	Executive Manager Media Manager
• Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	July 2023	Executive Manager Media Manager

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