



Stretch Reconciliation ACTION PLAN

Jan 2023 – Dec 2026



RECONCILIATION
ACTION PLAN

STRETCH



CatholicCare NT



Acknowledgment of Country

We acknowledge the past, present and future Traditional and Custodial Owners of these lands and waters where we meet today.

We respect their spiritual relationship with their country and acknowledge the continuing importance of their language, heritage, and culture.

We acknowledge our gratitude that we share this land and our hope and belief that we can move to a place of equity, justice and partnerships together.



Contents

Acknowledgment of Country	2
Stretch RAP CEO Statement	4
Our business	5
CatholicCare NT's history in the Northern Territory	6
Reconciliation Action Plan Committee composition	7
Our RAP Committee	8
The Men's Behavioural Change Program	10
Our Cultural Educators	11
Our RAP Journey	11
Key achievements over 2018-2020 RAP	12
Our commitment to reconciliation	14
Relationships	15
Respect	20
Opportunities	23
Governance	25
Appendix A: Aboriginal Stakeholder List	27
Appendix B: NRW External Events	27
Appendix C: Collaborative Organisations	27



Stretch RAP CEO Statement

On behalf of Reconciliation Australia, I congratulate CatholicCare NT on its second Stretch Reconciliation Action Plan (RAP), its third RAP overall.

Formed around the pillars of relationships, respect, and opportunities, the RAP framework assists organisations to drive reconciliation outcomes across their work and areas of expertise. Through the creation of this Stretch RAP, CatholicCare NT continues to contribute to the ever-growing community of RAP organisations advancing the reconciliation movement.

CatholicCare NT has a long history working alongside Aboriginal and Torres Strait Islander communities in the Northern Territory. As acknowledged in this RAP, its foundations are entwined with the ongoing impacts of historical missionary work carried out by the Catholic Church. As a not-for-profit organisation, it also has over 25 years' experience delivering a broad range of social services to support people and communities in regional and remote areas.

This Stretch RAP builds upon CatholicCare NT's achievements since commencing its formal reconciliation journey. Successes have included developing internal Cultural Educators to equip staff with the specialised knowledge needed to deliver effective services to local Aboriginal communities. CatholicCare NT also participated in the Northern Territory Attorney-General's Office Aboriginal Justice Reference Governance Committee which worked to develop the Northern Territory Aboriginal Justice Agreement (AJA). The AJA aims to enable Aboriginal community-owned and led initiatives that focus on reducing the number of Aboriginal and Torres Strait Islander people coming into contact with the justice system. These projects form the strong relationships, experience and learnings that give it direction for its journey going forward.

CatholicCare NT continues on this impressive trajectory in this Stretch RAP, embedding and expanding reconciliation into its work and engaging with new initiatives for further impact. This includes a commitment to deliver unconscious bias training to all staff members, as well as supporting Aboriginal and Torres Strait Islander detainees to receive compensation through the Youth in Detention Compensation Scheme. These new directions, among others, show CatholicCare NT leveraging its influence and expertise to create substantive benefits for the Aboriginal and Torres Strait Islander people in its community.

On behalf of Reconciliation Australia, I commend CatholicCare NT on this Stretch RAP and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Our vision is to be an organisation that works in partnership with Aboriginal and Torres Strait Islander peoples and communities across the Northern Territory, where our collective strengths and expertise will achieve stronger, healthier, and safer lives for Aboriginal and Torres Strait Islander peoples and their families and communities.

The purpose of this Reconciliation Action Plan is to engage families & communities through our program delivery, leading to stronger, healthier, and safer communities in the Northern Territory and Anangu Pitantjatjara Yankunytjatjara (APY Lands). This will be done through drawing upon our values of respect, honesty, courage, connection, and fairness.



CatholicCare NT is a not-for-profit organisation that has been operating in the Northern Territory for the last 25 years. Approximately 250 staff members, of whom 78 are Aboriginal and/or Torres Strait Islander people, deliver a range of programs and services at 20 locations across the NT and APY Lands. Our focus is on strengthening and empowering people and communities to make difficult situations more manageable. Our values, which are respect, honesty, courage, connection, and fairness, are based upon Catholic Social Teachings. These values govern the way we interact with those seeking our support and how we deliver our services.

The services we offer support children, individuals, families, couples, communities, agencies, and schools. We offer a range of services, including mental health support; a variety of counselling types such as financial counselling, alcohol and other drugs counselling, and separation counselling; education programs about violence prevention, financial capability and community development; housing assistance; and disability support. We have permanent sites in Darwin, Palmerston, Katherine, Tennant Creek, Ali Curung, Alice Springs, Santa Teresa, Maningrida, Daly River, Wadeye, Wurrumiyanga, Milikapati, Jabiru, Finke, Titjikala and Amata. CatholicCare NT engages in genuine partnerships based on principles of subsidiarity, development, dialogue, leadership, local investment, and place-based services whilst advocating for those in our community who are suppressed or marginalised.

The Northern Territory is a very culturally diverse part of Australia. With a 30% Aboriginal and Torres Strait Islander population, who statistically have poorer health and social outcomes in comparison to other Australians, working alongside Aboriginal and Torres Strait Islander communities is extremely important. We serve a large percentage of Aboriginal and Torres Strait Islander participants who make up the majority of our clients in some communities. With our Reconciliation Action Plan, we hope to continue to strengthen our partnerships with communities we work with, restoring equality and respect.

CatholicCare NT's history in the Northern Territory

The history of Catholic missions in the NT extends for over 100 years. Historically, mission work was implicitly linked with colonisation and the broader government practices of assimilation. Government policies, which actively sought to assimilate Aboriginal peoples into a western way of life, were implemented through missionaries.

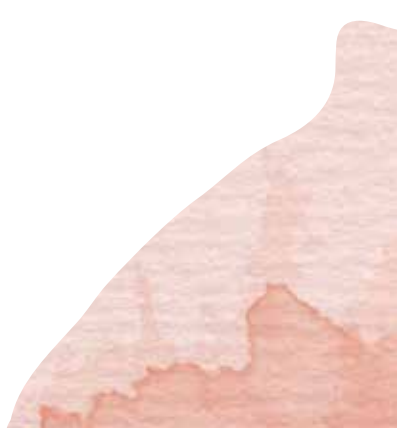
With the introduction of Vatican II in the 1960's, the missionary model changed from one based on rules and obedience to one that chose to recognise differences in cultural traditions and beliefs, characterized by the language of partnership, dialogue and liberation theology. In Australia this was occurring at time when the self-determination, capacity, and desire of Aboriginal peoples to be in control of their own destinies was finally being recognised.

In 1986 Pope John Paul addressed Aboriginal peoples in Alice Springs where he spoke specifically about the impacts of colonialism on Aboriginal cultures, beliefs systems, languages, and connection to land and spirituality. He acknowledged that though the missionary work was well intentioned, it was ultimately a mistake, and spoke about how Aboriginal peoples could regain strength and dignity by drawing on their traditional culture and ceremonies.

Despite the sense of unease resulting from our history of involvement with colonisation and the implementation of government policy, the legacy of early missionaries provides us with a unique relationship with and obligation to Aboriginal and Torres Strait Islander peoples today. It also offers us an opportunity to learn from both the good and the bad of early missionary work.

Missionary work in the Northern Territory looks very different today. Many people see the 1993 establishment of CatholicCare NT as something separate from past missionary practices. The delivery of services today is by a diverse, largely non-Catholic workforce with employees coming from national and international backgrounds. The workforce is comprised of professional social workers and community workers who share the primary goal of alleviating disadvantage and building the capacity of individuals and communities to reach their potential. The Mission of CatholicCare NT today continues the traditional work of the early missionaries in the remote Aboriginal communities of the Tiwi Islands, Wadeye, Daly River, and Santa Teresa, as well as spreading to other remote communities such as Finke, Titjikala and the APY Lands in South Australia, by providing a broad range of social services in these communities.

Missionary practice in the Catholic Church is now understood as participation in the mission of Jesus; a commitment to improving social justice, depicted as part of Catholic Social Teaching. CatholicCare NT works to ensure that Catholic Social Teaching is employed on an individual level, leadership level and in direct service work. This understanding of mission encourages us to have a grassroots approach based on subsidiarity and one that is directed by and for the benefit of Aboriginal and Torres Strait Islander peoples. We work within a framework that honours inclusiveness of knowledge, collaboration, local experiences, and history. Missionary work in the NT has evolved and adapted and, despite challenges, we continue to faithfully, respectfully, and committedly provide services to the most vulnerable people in the Northern Territory.



Reconciliation Action Plan Committee composition

Our RAP is governed by a RAP Committee which includes representation from Aboriginal and Torres Strait Islander staff members, as well as those of other backgrounds. Terms of Reference to guide the RAP Committee have been established with representatives from CatholicCare NT's four principal sites.

The Regional Managers have been identified as internal RAP champions, with support from the CatholicCare NT Executive Team. The RAP Committee drives events on significant occasions such as National Reconciliation Week, NAIDOC Week and National Sorry Day and supports staff commitment to the RAP through regular staff meetings. They involve the local community councils and community members in their regions in these events, resulting in stronger relationships helping to achieve positive outcomes for the communities.

Membership of the RAP Committee includes Phil Brown, General Manager (Workforce and Partnerships); Sister Leone Wittmack, General Manager (Mission and Culture); Caroline Busch, Cultural Development Coordinator; and Auntie Pat Braun, Family and Culture Advisor. Phil Brown, Caroline Busch, and Pat Braun are all members of the Aboriginal and Torres Strait Islander Communities.

Phil Brown is the Chairperson of the RAP Committee. Existing members Caroline Busch and Pat Braun decided to remain on the Committee. The Chairperson sought Aboriginal representation on the Committee from regional areas in the Northern Territory. Marcus Rosas, Francis Storey and Corinna Pope from the Katherine region, Leesa Ashton from the Alice Springs region and Kayllah Motlop from Darwin are Aboriginal and accepted the invitation to be part of the RAP Committee.

CatholicCare NT has established an Aboriginal Advisory Committee (AAC), which provides advice and support to the Executive, Senior Management, and staff across the organisation. This advice ensures that CCNT policies and practices are culturally safe for Aboriginal and Torres Strait Islander peoples and are based on our values of respect, honesty, connection, courage, and fairness.

The AAC supports the organisation to maintain cultural competency across all sites and programs through the sharing of their knowledge and lived experience to meet the continuous cultural learning needs of CatholicCare NT employees.

In collaboration with Managers, the AAC provides support and education to place-based staff in remote Aboriginal communities and develops key networks and partnerships with Aboriginal organisations and peak bodies, enhancing CatholicCare NT's service delivery.



Our RAP Committee

Caroline Busch

Cultural Development Coordinator

Caroline is a Larrakia Elder and Aboriginal cultural consultant with many years of experience in alcohol and other drugs work, domestic violence work and social and emotional wellbeing. Having worked with families involved in rehabilitation programs, Caroline recognises the many pressures affecting Aboriginal and Torres Strait Islander families, and this inspires her to build strong, supportive relationships with people in communities. With her daughter, Milly Hardy, Caroline is the developer of the Family Coping Toolkit, a culturally appropriate and evidence-based way of working with Aboriginal and Torres Strait Islander families.



Leone Wittmack

General Manager Mission & Culture

Sr. Leone is a Sister of Charity and has been part of CatholicCare NT's Executive Team as General Manager for Mission and Culture since 2015. She has a background in nursing, values integration and health administration and has worked in a number of developing countries. She works with all staff across CatholicCare NT ensuring that the Mission and Values are embedded in both our Programs and Administrative Services. She conducts values conversation sessions with staff giving them the opportunity to voice how they embody our values in their everyday work. Sr. Leone was an inaugural member of our Innovate RAP Committee and continues to be a committed member of our Stretch RAP Committee.



Francis Storey

Case Manager Financial Wellbeing & Capability

Francis was born in Mount Isa in Queensland before moving to Tennant Creek in 1988, where she grew up and remained until 2017. Her mother's language group is Wombaya (Barkly Tableland) and her father's side is Wakaya (Barkly Highway). Francis has three children of her own and through kinship has a 12-year-old child, who has been part of her family since she was five months old. She is also a proud grandmother of two beautiful children. Despite leaving CatholicCare NT twice for personal reasons, she chose to return both times because of her love for working with the participants, the staff, and the community. Francis is currently in the Katherine Region working as a Financial Wellbeing & Capability Case Manager.





Aunty Pat Braun

Family & Culture Advisor

Aunty Pat is a highly respected Arrente/ Warrumunga woman who was born in Tennant Creek. She joined CatholicCare NT over 11 years ago, after working with NT Health for 30 years as an Aboriginal Health Worker. For many years, Aunty Pat has been a member of the Barkly Council of Elders and Respected Persons. More recently, Aunty Pat has been instrumental in the CatholicCare NT Barkly Elders Visiting Program, which provides support to people incarcerated at NT Correctional Services sites throughout the Northern Territory.



Marcus Rosas

NO MORE Program Worker

Marcus joined CatholicCare NT in 2017 after previously working for the NT Government Department of Sport and Recreation for several years. Marcus has been a Councillor for the Kalano Community Incorporation for the past 14 years and believes in the vision of self-determination for their community and members. Marcus is employed with CatholicCare NT as the NO MORE Worker for the Katherine region and truly believes in the values and mission statement CatholicCare NT offers. This drives his passion to contribute to a society that values all its members by strengthening individuals, families and community in ways that RESPECT their dignity and culture.



Leesa Ashton

Team Leader Compliance

Leesa was born and raised in Alice Springs. Her grandmother is a Jingili woman and her grandfather is a descendent of the Afghan cameleers. She has worked at CatholicCare NT since 2018. Leesa enjoys her role in the organisation as she loves to help people grow and develop. This especially goes for Aboriginal and Torres Strait Islander people as she loves to see them achieve their full potential and succeed. Leesa works to help Aboriginal people receive employment opportunities on their own country or land and be proud of their work.

The Men's Behavioural Change Program

The Men's Behavioural Change Program (MBCP) has been in progress at CatholicCare NT for approximately three years. We assist men who are involved in family violence and of our participants, approximately 70% are Aboriginal men from a variety of backgrounds.

The MBCP does not seek to change what individuals think and feel; rather, to change how individuals relate to their thoughts and feelings. That is, we want individuals to understand and most importantly experience, that thinking something is different to doing something. This change, while small, can have a huge impact on a person's behaviour, and therefore life. Individuals are challenged to act in accordance with their values and not simply in response to their thoughts and feelings.

At CatholicCare NT we do not assume that the drivers of Domestic and Family violence are the same for everybody. This difference allows for the acknowledgement that Aboriginal and Torres Strait individuals have not only a different personal history, but an intergenerational history that goes back to colonisation.

This history includes issues of systemic racism and discrimination against Aboriginal and Torres Strait Islander peoples in a way that contributes to their over-representation in NT incarceration rates. We understand that the context a behaviour occurs in must be considered when deciding what that behaviour is. Context matters, and Aboriginal history matters, and makes a difference to current behaviour.

We are allowing individuals to be "response-ABLE" in a way that is congruent with their values, and not responsible for issues over which they have no control.

By working with the men, we aim to address their offending behaviours and support them to have respectful relationships with their families and communities, making them stronger and their families safer.



Our RAP Journey

CatholicCare NT previously participated in the Innovate RAP and our current Stretch RAP expired in December 2020. This Stretch RAP is CatholicCare NT's third RAP and expands on existing deliverables, plus contributes to the new Action Item included from Reconciliation Australia on promoting positive race relations through anti-discrimination strategies. CatholicCare NT is pleased to have achieved the majority of goals and outcomes set in the Stretch RAP 2018-2020, and one of the key learnings has been that many activities will be ongoing throughout the years ahead.

Our Cultural Educators

To meet deliverables included on the Stretch RAP 2018-2020, CatholicCare NT identified individuals within the organisation to fill the role of Cultural Educators. The main purpose of this role is to provide Internal Cultural Education to staff members. These individuals are experienced staff who are Aboriginal and/or Torres Strait Islander people.

When a new staff member begins, they have a one-on-one session with a Cultural Educator who will help them increase their knowledge and understanding of Aboriginal cultures, histories and achievements. This enhances cultural competency, which in turn enhances service and program delivery to Aboriginal and Torres Strait Islander participants.

Our Cultural Educators also work closely with Aboriginal & Torres Strait Islander organisations across the NT in participating in NAIDOC events. Dedicated Cultural Educators are located at the Alice Springs, Tennant Creek, Berrimah and Katherine offices.



Key achievements over 2018-2020 RAP

CatholicCare NT has continued to purchase goods and service from Aboriginal organisations and businesses to the amount of \$558,080 over the 2020-21 financial year

Continued participation in National Reconciliation Week, Sorry Day and NAIDOC events across CatholicCare NT sites each year

The RAP Committee was expanded with new members coming on board

Continued support of the NO MORE campaign and working with sporting bodies in urban and remote Aboriginal communities

Development of an annual calendar of Aboriginal and Torres Strait Islander significant events, which was placed on CatholicCare NT's intranet site.

Two CatholicCare NT employees honoured at the 2021 Community Achievement Awards:

Shane Kerinaiaua, from Tiwi Islands – Semi Finalist – Northern Territory PHN Health and Wellbeing Award

Marcus Rosas, from Katherine – Nominee – Inspirational Australian Podcast Local Legend Award

Worked closely with some of the Aboriginal Peak Organisations in the Northern Territory and began an ongoing presence on the Northern Territory Attorney-General's Office Aboriginal Justice Reference Governance Committee. An Aboriginal Justice Agreement has been developed for Aboriginal Territorians to live safe, fulfilling lives and to be treated fairly, respectfully and without discrimination, and for Aboriginal offenders to have the opportunity to end their offending. This will lead to Aboriginal community-owned and -led initiatives that focus on reducing the number of Aboriginal and Torres Strait Islander peoples coming into the justice system and therefore reducing incarceration rates of Aboriginal and Torres Strait Islander peoples.

Three Early Learning Centres were opened on the Tiwi Islands to further support the cultural, physical, social, emotional, language, and learning development needs of local Tiwi children. These are staffed mainly by Aboriginal people of the Tiwi Islands, some of whom are Traditional Owners. This is in line with the national Families as First Teachers (FaFS) Program.

CatholicCare NT's Indigenous Sports Program commenced delivering sport and recreation programs for school aged children on the Tiwi Islands, at Wurrimiyanga, Milikapiti and Pirlingimpi. The program aims to deliver sport and recreation activities that the children and general community are interested in, with the aim of providing enjoyment, improving health and wellbeing, diverting children from the criminal justice system, and building community cohesion.

Unconscious bias training was delivered to management in late 2020 with plans for other staff members to be trained following COVID-19

CatholicCare NT's Discrimination and Harassment Policy was reviewed in March 2019 to ensure CCNT is committed to providing a safe, flexible & respectful environment for staff & clients free from all forms of discrimination, bullying & sexual harassment. By effectively implementing our Discrimination & Harassment Policy we will attract & retain talented staff & create a positive environment for staff.

On March 8th 2022, International Women's Day, Aunty Pat Braun was presented with a certificate acknowledging the valuable contribution she has made to the Barkly area over the last 40 years.

Aunty Pat, along with another five women, was presented with her certificate at a High Tea held at Jajjikari Café.

The High Tea was attended by over 60 people, as well as special guests, including Senator Malarndirri McCarthy and local government members.



In May of 2021, Marcus Rosas, NO MORE Program Worker in Katherine, was honoured at the Cricket Australia 2020-21 National Community Cricket Awards when he received the Community Match Official of the Year award.

For more than 25 years, Marcus has been involved in the Northern Territory cricket community. After retiring as a player at the age of 50 in 2015, he turned his attention to umpiring. During his time in cricket administration roles, Marcus began or contributed to the beginning of various rural cricket competitions, including the Dingo Cup in Timber Creek, the Nitmiluk Cup in Katherine, and the Barra Cup in Borroloola. These competitions have been held annually for almost twenty years.

In 2021, Marcus chose to further his umpiring abilities by completing Cricket Australia's Level 1 umpiring course. This means he is now one of the small number of accredited Aboriginal umpires in the country. Being an umpire also helps Marcus in his work for NO MORE. Umpiring gives him the chance to speak with players and share, through something he is passionate about, the message of reducing domestic violence, an issue important to him.



Our commitment to reconciliation

CatholicCare NT is committed to:

- engaging in genuine partnerships based on the principles of subsidiarity, development, dialogue, leadership, local investment and place-based services
- advocating for those in our community who are suppressed or marginalised
- having a client focus
- delivering well-functioning, accessible, transparent, friendly, and culturally driven, sustainable and ethical services that people want, and in ways that contribute to building better lives for people
- being well resourced
- being an organisation of choice for clients and staff based on integrity, relevance, collaboration, initiative, adaptability, continual improvement, and responsiveness to need.

Our Reconciliation Action Plan (RAP) has been developed to enhance and consolidate our collective strengths and expertise to work in partnership with Aboriginal and Torres Strait Islander peoples, their families, and communities.

Staff will continue to be involved in the implementation of our Stretch RAP and we will develop our networks involving Aboriginal and Torres Strait Islander Elders, Cultural Leaders, and other stakeholders in the process.

Relationships

CatholicCare NT has a values culture that focusses on strong relationships with Aboriginal and Torres Strait Islander peoples and other Australians, including respect, advocacy, and participation by working with the most vulnerable and marginalised people in society. We care about individuals' rights and dignity, and we act with justice to ensure people experience equity and equality.

CatholicCare NT works together for the good of everyone and we take steps towards forming partnerships with Aboriginal and Torres Strait Islander organisations, businesses, and other organisations. We respect the peoples' cultures of the lands on which we conduct our services, and we connect with the Traditional Owners and Elders to benefit our participants, our staff and the community as a whole, and to promote reconciliation through the diversity of the Northern Territory, from the northern tropics to the central Australian desert.

Through our relationships we provide services to urban, regional and remote Aboriginal and Torres Strait Islander families and communities during extreme times of need, such as natural disasters, pandemics and duress situations.

Focus area: Improve the wellbeing of individuals and families experiencing vulnerability, strengthen the social, cultural and economics capital of communities, and increase collaborations that support improved outcomes for vulnerable individual and families.

Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet, consult, and engage with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve CatholicCare NT program specific guiding principles for engagement.	January 2023	Led by: Chairperson RAP Committee
	CatholicCare NT employees will continue to engage with Traditional Owners, Elders and community members at quarterly scheduled community meetings in their specific regions.	Track delivery: March 2023, 2024, 2025	Supported by: RAP Committee
	Ensure CatholicCare NT provides services in 10 remote Aboriginal communities across the Northern Territory.	Track delivery: March 2023, 2024, 2025	Executive Management Group
	Consult and engage with local Aboriginal and Torres Strait Islander organisations through our programs on a frequent, regular basis and review minutes of stakeholder engagement meetings.	Track delivery: March & September 2023, 2024, 2025	Senior Leadership Group
	Develop and implement an Engagement Strategy with Aboriginal and Torres Strait Islander Stakeholders.	January 2023	Lead practitioners
	Establish and maintain 14 formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations (List as per Appendix A).	Track delivery: June 2024, December 2025	Team Leaders
	CatholicCare NT employees will continue to engage with Traditional Owners, Elders and community members at scheduled community meetings in their specific regions.	Track delivery: June & December 2023, 2024, 2025	Employees

Action	Deliverable	Timeline	Responsibility
	Deliver Financial Wellbeing Capability Program with other Aboriginal organisations.	Track delivery: June & December 2023, 2024, 2025	
Utilise CatholicCare NT programs to connect and build the social and economic capital of Aboriginal and Torres Strait Islander peoples.	Supporting detainees receiving compensation through the Youth in Detention Compensation Scheme.	Track delivery: June 2023, 2024, 2025	Led by: Chairperson RAP Committee
	Maintain a presence on the Local Authority Group committees in remote Aboriginal communities through CatholicCare NT employees.	Track delivery: March 2023, 2024, 2025	Supported by: RAP Committee Senior Leadership Group Team Leaders Lead Practitioners Employees
Build relationships through celebrating National Reconciliation Week (NRW) and National Sorry Day.	Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff.	27 May-3 June 2023, 2024, 2025	Led by: Chairperson RAP Committee
	Allocate funding to each site to host a least one internal National Reconciliation Week event annually.	May 2023, 2024, 2025	Supported by: RAP Committee
	CatholicCare NT will hold NRW events across their 4 major sites and in their place based remote Aboriginal Communities and invite external stakeholders to attend.	27 May-3 June 2023, 2024, 2025	Senior Leadership Group Team Leaders Lead Practitioners Employees
	Encourage all staff to participate in at least one of 7 external NRW events (see Appendix B) by: <ul style="list-style-type: none"> Communicating upcoming local NRW events in their respective regions via email / News Bulletin. Ensuring our RAP Agenda is placed at site meetings to remind staff of our NRW commitments. Distributing flyers that encourage staff to participate in NRW. Supervisors reminding employees to attend NRW events during staff meetings. Promoting flexible work time to attend NRW events. Ensuring all RAP Committee members attend at least two external NRW events to lead by example. 	27 May – 3 June 2023, 2024, 2025	

Action	Deliverable	Timeline	Responsibility
	Engage local Aboriginal and non-Indigenous community members to participate in NRW by: <ul style="list-style-type: none"> Purchasing NRW promotional materials for community engagement stalls. Distribute flyers to Aboriginal organisations promoting internal NRW events. Designated employees engaging with Traditional Owners and community members leading up to NRW activities each year. 	May 2023, 2024, 2025	
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2023, 2024, 2025	
	Recognise and communicate National Sorry Day by email to all employees.	26 May 2023, 2024, 2025	
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation publicly.	May & July 2023, 2024, 2025	Led by: Chairperson RAP Committee Supported by: RAP Committee Senior Leadership Group Team Leaders Lead Practitioners Employees
	Publish and communicate significant events calendar on CatholicCare NT Intranet for staff to prepare for events.	Jan 2023, 2024, 2025	
	Collaborate with 6 organisations in the RAP network and/or other like-minded organisations to implement ways to advance reconciliation (as per Appendix C).	Track delivery: June & December 2023, 2024, 2025	
	Attend at least two RAP Leadership Gatherings per year.	Track delivery: March & September 2023, 2024, 2025	



Action	Deliverable	Timeline	Responsibility
	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce including: Ensuring all new employees to undertake Reconciliation Australia's on-line "Share our Pride" presentation as part of their induction. CatholicCare NT's Stretch RAP being presented at each new Staff Orientation forum twice yearly. Seeking opportunities to utilise SBS reconciliation / First Nations content for staff engagement.	Track delivery: January 2023, 2024, 2025	
	Maintain a Cultural and Linguistic Advisory Committee to support respectful, appropriate and more inclusive workforce.	Track delivery: July 2023, 2024, 2025	
Promote positive race relations through anti-discrimination strategies.	Form a Diversity, Equity and Inclusivity Working Group to drive a more respectful, appropriate and inclusive workforce through education forums for employee participation.	January 2023	<p>Led by: Chairperson RAP Committee</p> <p>Supported by:</p> <p>Executive Management Group Human Resources Manager RAP Committee Regional & Program Managers Team Leaders Lead Practitioners Employees</p>
	Aboriginal Advisory Committee and Cultural and Linguistic Advisory Committee will each review HR Policies and Procedures concerned with anti-discrimination every 3 years and staff are invited to comment on proposed amendments.	Track delivery: July 2024	
	Aboriginal Advisory Committee will promote preventative measures in Anti-Discrimination workplace practices.	Track delivery: July 2024	
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination policy.	Track delivery: July 2023, 2024, 2025	
	RAP Committee will monitor RAP Progress Report to ensure anti-discrimination policy is being improved.	Track delivery: July 2023, 2024, 2025	

Action	Deliverable	Timeline	Responsibility
	Continuously review and improve HR policies and procedures concerned with anti-discrimination to promote positive race relations through Anti-Discrimination strategies including our Discrimination and Harassment Policy.	Track delivery: July 2024	
	Provide ongoing education opportunities for senior leaders and managers on the effects of racism.	Track delivery: September 2023, 2024, 2025	
	CatholicCare NT employees will participate in diversity and inclusion program (inclusive of Unconscious bias training).	Track delivery: July 2023, 2024, 2025	
	Senior Leaders will attend anti-discrimination forums and take public stances against racism campaigns.	Track delivery: May & July 2023, 2024, 2025	
	CatholicCare NT employees will attend public forums to support anti-discrimination campaigns, initiatives, and stances against racism.	Track delivery: May & July 2023, 2024, 2025	



Respect

CatholicCare NT service delivery to Aboriginal and Torres Strait Islander peoples are based on respect. We respect and acknowledge the cultures, lands, waters, histories and lived experience of Aboriginal and Torres Strait Islander peoples as Australia's First Peoples. We recognise that they have been negatively impacted on by racism, colonisation and dispossession.

CatholicCare NT attracts such a diverse workforce with people from International and National backgrounds and we see the importance of all our new employees participate in cultural education as part of their induction and as a mark of respect prior to them working or entering into an Aboriginal community.

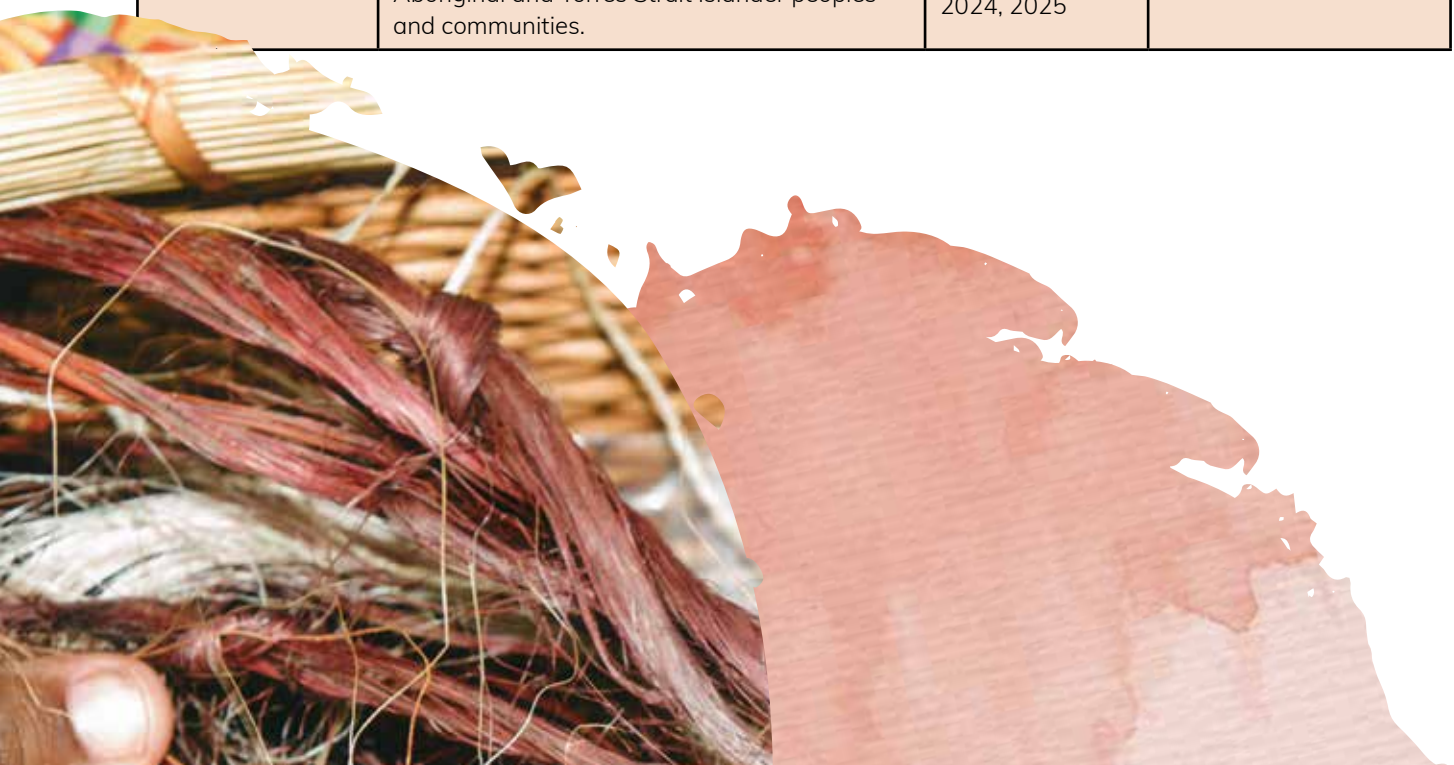
Our senior leadership group participate in Unconscious Bias sessions and the aim is to ensure our employees participate in the same session to ensure our organisation is respectful and understanding of Aboriginal and Torres Strait Islander peoples, cultures and histories.

Focus area: Strengthen the social, cultural, and economic capital of communities and increase collaborations that support improved outcomes for vulnerable individuals and families.

Action	Deliverable	Timeline	Responsibility
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.	June 2023	Led by: Chairperson RAP Committee
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy.	July 2023	Supported by: RAP Committee
	Ensure all new employees undergo a one-on-one formal and structured mandatory cultural education session delivered by an experienced Aboriginal and Torres Strait Islander staff member in their first week of employment.	Track delivery: June & December 2023, 2024, 2025	Aboriginal Advisory Committee General Manager Quality Systems/ Evaluation Systems Manager
	Ensure Cultural Educators are based in each of the main CatholicCare NT sites.	Track delivery: March 2023, 2024, 2025	Cultural Educators Employees
	Increase cultural understanding of staff by engaging with participants when delivering group programs.	Track delivery: March 2023, 2024, 2025	
	All employees in remote Aboriginal communities, RAP Committee members, HR and senior executive staff are to participate in cultural emersion learning activities through living and working within the communities.	Track delivery: June & December 2023, 2024, 2025	
	Review program evaluation activities to ensure that they are culturally appropriate by seeking input from Aboriginal & Torres Strait Islander evaluators.	June 2023	

Action	Deliverable	Timeline	Responsibility
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, through Acknowledgement of Country and Welcome to Country protocols.	Track delivery: December 2023, 2024, 2025	Led by: Chairperson RAP Committee
	knowledge of Country is to be designed and reviewed by the Aboriginal Advisory Committee.	January 2023	Supported by: RAP Committee Aboriginal Advisory Committee
	Respectfully communicate an Acknowledgement of Country within CatholicCare NT including: <ul style="list-style-type: none"> Continuing to include a spoken Acknowledgement of Country or other appropriate protocols at the commencement of each formal meeting across CatholicCare NT sites and to be placed on all meeting agendas. Staff and senior leaders continuing to provide an Acknowledgement of Country or other appropriate protocols at all public events. Continuing to have Acknowledgement of Country on all CatholicCare NT staff email signatures. Continuing to display Acknowledgement of Country plaques in all 18 of our site buildings. 	Track delivery: December 2023, 2024, 2025	Executive Management Group Regional and Program Managers Team Leaders Lead Practitioners Employees
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at 6 significant events each year.	Track delivery: December 2023, 2024, 2025	
	Implement and communicate a cultural protocol document (tailored for all local communities we operate in), including protocols for Welcome to Country and Acknowledgement of Country.	January 2023	
	Aboriginal Advisory Committee to regularly review Cultural Protocol policy to enable staff working and living in urban and remote communities to have a greater awareness and understanding of Aboriginal individuals, communities, and family groups as per scheduled 3 yearly reviews.	Track delivery: June 2024	
	Continue to place Cultural Protocols on our Intranet and communicate to staff.	Track delivery: January 2023, 2024, 2025	
	Continue to review and update Aboriginal Community Profiles policy to ensure appropriate protocols are followed specific to the relevant community.	Track delivery: March 2023, 2024, 2025	
	Continue to ensure staff visiting/entering Aboriginal and Torres Strait Islander lands and communities are issued with permits when requested by land councils.	Track delivery: December 2023, 2024, 2025	

Action	Deliverable	Timeline	Responsibility
	CatholicCare NT employees will follow community leaders' directions when "Sorry Business", "Women's Business", "Men's Business" or any other significant cultural event occurs in communities.	Track delivery: December 2023, 2024, 2025	
Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week and other days of significance.	Review HR policies, procedures and staff leave entitlements to remove barriers to staff participating in NAIDOC Week.	February 2023	Led by: Chairperson RAP Committee
	Staff are encouraged to participate in significant NAIDOC Week events by distribution of information including: <ul style="list-style-type: none"> The Director will distribute an "All Staff Bulletin" to acknowledge NAIDOC Week each year. Emails will be distributed to all employees advising of NAIDOC Week. An announcement leading up to NAIDOC Week celebrations to be announced at each monthly Site Meeting. 	July 2023, 2024, 2025	Supported by: RAP Committee Senior Leadership Group Team Leaders Lead Practitioners Employees
	RAP Committee to participate in 6 external NAIDOC Week events.	July 2023, 2024, 2025	
	Support all staff to participate in 7 NAIDOC Week events in our local area, including: Tiwi Islands, Darwin, Katherine, Tennant Creek, Alice Springs, South East Alice Springs, Santa Teresa Aboriginal Community.	July 2023, 2024, 2025	
	In consultation with Aboriginal and Torres Strait Islander stakeholders, support 7 external NAIDOC Week events each year, including: Tiwi Islands, Darwin, Katherine, Tennant Creek, Alice Springs, South East Alice Springs, Santa Teresa Aboriginal Community.	July 2023, 2024, 2025	
	Seek additional opportunities to encourage staff to participate in days of significance for Aboriginal and Torres Strait Islander peoples and communities.	Track delivery: March 2023, 2024, 2025	



Opportunities

As part of our Workforce Development Strategy, CatholicCare NT commits to increasing Aboriginal and Torres Strait Islander employment. Work lifts people out of poverty by providing a real job and opportunities for role modelling; it enhances purpose, pride and self-worth; it provides information, education and knowledge sharing. CatholicCare NT continues to support vulnerable individuals and families and invest in our organisation to ensure that we provide quality services in an efficient, supportive manner to close the health and life expectancy gap between non-Indigenous and Aboriginal & Torres Strait Islander Australians and contribute to equity.

Focus area: Increase collaborations that support improved outcomes for vulnerable individuals and families and invest in the organisation to ensure that CatholicCare NT can provide quality services in an efficient way.

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy. <ul style="list-style-type: none">General Manager Workforce & Partnerships to engage with Aboriginal and Torres Strait Islander staff when visiting sites quarterly.	Track delivery: December 2023, 2024, 2025	Led by: Chairperson RAP Committee General Manager Workforce and Partnerships
	Recruitment, retention, and professional development strategy to be placed on Aboriginal Advisory Committee Agenda Items for discussions and review.	Track delivery: February 2023, 2024, 2025	Supported by: Human Resources Manager RAP Committee
	Continue to have a 30% target of Aboriginal and Torres Strait employees and monitor and evaluate monthly CatholicCare NT's targets for Aboriginal Employment.	Track delivery: June & December 2023, 2024, 2025	Regional & Program Managers Team Leaders Lead Practitioners
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders by advertising positions in Aboriginal media outlets and engaging with community stakeholders when positions are vacant or new.	Track delivery: June & December 2023, 2024, 2025	
	Aboriginal and Torres Strait Islander employees to be supported to take on management and senior level positions, as per Workforce Development Strategy.	Track delivery: December 2023, 2024, 2025	
	Update our Aboriginal recruitment, retention, and professional development strategy per the advice of the Aboriginal Advisory Committee Agenda.	Track delivery: June 2023, 2024, 2025	

Action	Deliverable	Timeline	Responsibility
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	May 2023	Led by: Chairperson RAP Committee
	Develop and communicate opportunities for and encourage procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Track delivery: June 2023, 2024, 2025	Supported by: General Manager Finance & Corporate Services Executive Management Group Leadership Group
	Maintain commercial relationships with 50 Aboriginal and/or Torres Strait Islander businesses (as per Appendix D).	Track delivery: June 2023, 2024, 2025	
	Ensure the Finance and Corporate Services team and Senior Leadership Group participate in contract services training.	July 2023	
	Continue to review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Track delivery: June 2023, 2024, 2025	
Build Aboriginal Governance across our organisation and community to ensure the unique cultural knowledge and experience of Aboriginal and Torres Strait Islander people is embedded in our work.	Employ Aboriginal and Torres Strait Islander people in remote communities in support of delivering programs.	Track delivery: June & December 2023, 2024, 2025	Led by: General Manager Workforce & Partnerships
	Strongly encourage further Aboriginal and Torres Strait Islander representation in CatholicCare NT's executive management group structure.	Track delivery: December 2023, 2024, 2025	Violence Prevention Manager
	Continue to ensure that Cultural Educators are Aboriginal Northern Territory born persons and understand the uniqueness of the Territory.	Track delivery: December 2023, 2024, 2025	General Manager Quality Systems Cultural Educators
	Continue to participate at quarterly Local Authority meetings where our place-based services are located.	Track delivery: December 2023, 2024, 2025	
	Continue to ensure an Aboriginal and/or Torres Strait Islander staff member is a member on the Aboriginal Justice Agreement Governance Committee in the NT Attorney-General's Department.	Track delivery: December 2023, 2024, 2025	
	Continue to ensure that an Aboriginal and/or Torres Strait Islander staff member is a member of the Child & Youth Development Research Partnership First Nations Advisory Group.	Track delivery: December 2023, 2024, 2025	



Governance

Focus area: Invest in our organisation to ensure that CatholicCare NT can provide quality services across the Northern Territory & APY Lands in South Australia in an efficient way.

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Track delivery: January 2023, 2024, 2025	Led by: Chairperson RAP Committee Supported by: RAP Committee Executive Management Group Senior Leadership Group
	Continue to ensure Chairperson of RAP Committee is an Aboriginal and/or Torres Strait Islander person.	Track delivery: January 2023, 2024, 2025	
	Continue to ensure 50% of RAP Committee is made up of Aboriginal and Torres Strait Islander people.	Track delivery: January 2023, 2024, 2025	
	Review and update the Terms of Reference for the RWG.	March 2023	
	RAP Committee will meet four times per year to drive and monitor progress of RAP implementation.	March, June, September & December 2023, 2024, 2025	
Provide appropriate support for effective implementation of RAP commitments.	Ensure each CatholicCare NT site will have approved funds to implement RAP deliverables.	June 2023	Led by: Chairperson RAP Committee Supported by: RAP Committee Executive Management Group Regional Managers Program Managers
	Conduct internal employee Stakeholder Survey to ascertain level of engagement satisfaction with Aboriginal & Torres Strait Islander peoples and implement action items arising from survey.	June 2023	
	Involve Aboriginal & Torres Strait Islander Stakeholders in three yearly external Quality Innovation Performance Audit to illicit feedback regarding CatholicCare NT level of satisfaction.	Dec 2025	
	Ensure that Regional and Program Managers continue to be RAP Champions.	Track delivery: December 2023, 2024, 2025	
	Embed appropriate systems and capability to track, measure and report on RAP commitments.	Jan 2023 Track delivery: February 2023, 2024, 2025	
	RAP Progress Report to be developed and monitored over the 3-year period of the Reconciliation Action Plan.	Track delivery: June & December 2023, 2024, 2025	
	RAP to be placed on Agenda Items at quarterly Senior Leadership Group meetings.	Track delivery: March, June, September & December 2023, 2024, 2025	
	RAP to be placed on standing Agenda Items at monthly Site meetings.	Track delivery: December 2023, 2024, 2025	

Action	Deliverable	Timeline	Responsibility
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. <ul style="list-style-type: none"> Contact Reconciliation Australia to ensure that our primary and secondary contacts are up-to-date to ensure we are receiving important correspondence. Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Measurement Questionnaire. 	September 2023, 2024 2025 Contact: June 2023, 2024 2025 Follow up: August 2023, 2024, 2025	Led by: Chairperson RAP Committee Supported by: RAP Committee
	Report RAP progress to all staff and senior leaders at quarterly Senior Leadership Group Meetings.	March, June, September & December 2023, 2024, 2025	
	RAP Progress report to be tabled at quarterly Senior Leadership Group Meetings.	March, June, September & December 2023, 2024, 2025	
	RAP Progress Report to be tabled at monthly Site Meeting.	Track delivery: December 2023, 2024, 2025	
	Publicly report against our RAP commitments annually on our website, outlining achievements, challenges, and learnings.	October 2023, 2024, 2025	
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	June 2025	Chairperson RAP Committee
	Provide a traffic light report to Reconciliation Australia to help inform the development of our next RAP.	August 2025	



Appendix A: Aboriginal Stakeholder List

Action Item 1: Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations

Deliverable: Establish and maintain 14 formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations, including:

Anyinginyi Health Aboriginal Corporation, Tennant Creek

Atyenhenge Athere Aboriginal Corporation (AAAC), Region 20 CDP Services, Santa Teresa

Atyenhenge Athere Aboriginal Corporation (AAAC), Santa Teresa

Binjari Community Aboriginal Corporation

Julalikari Council Aboriginal Corporation, Tennant Creek

Tangentyere Council – CDP Operations Management, Alice Springs

Tangentyere CDP Services, Alice Springs

Tangentyere Council Aboriginal Corporation, Alice Springs

Thamarrur Development Corporation, Wadeye

Tiwi Enterprise Pty Ltd, Tiwi Islands

Gurindji Aboriginal Corporation

Binjari Community Aboriginal Corporation

Wurli-Wurlinjang Aboriginal Health Service

Ironbark Aboriginal Corporation, Nauiyu Community

Appendix B: NRW External Events

Action Item 4: Build relationships through celebrating National Reconciliation Week (NRW).

Deliverable: CatholicCare NT employees will be encouraged to participate in 7 annual external events to recognise and celebrate NRW events across our urban & regional sites

Larakia Nation Aboriginal Corporation NRW event, Darwin

Wurli-Wurlinjang Aboriginal Health Service, Katherine NRW event

North Australia Aboriginal Family Legal Aids Service, Katherine

Kalano Community Association, Katherine NRW event

Mabunji Resource Centre, Borroloola, NRW Event

Binjari Community Government Council:

Vendale Rehabilitation Centre, Katherine

Jawoyn Association Aboriginal Corporation, Katherine

Anyinginyi Health Aboriginal Corporation, Tennant Creek

Santa Teresa remote Aboriginal Community South East Alice Springs

Tangentyere Council Aboriginal Corporation, Alice Springs

Titjikala remote Aboriginal Community, South East Alice Springs

Finke remote Aboriginal Community, South Eats Alice Springs

Tiwi Islands NRW events

Appendix C: Collaborative Organisations

Action Item 5: Promote reconciliation through our sphere of influence.

Deliverable: Collaborate with 6 RAP and other like-minded organisations to implement ways to advance reconciliation, including:

Larrakia Nation, Darwin

Kalano Community Association, Katherine

Wurli-Wurlinjang Aboriginal Health Service, Katherine

Ironbark Aboriginal Corporation, Nauiyu Community

Tiwi Enterprise Pty Ltd, Tiwi Islands

Tangentyere Council Aboriginal Corporation, Alice Springs



CatholicCare NT



CONTACT

RAP Chairperson

08 8944 2000

darwin@catholiccarent.org.au

PRINTED WITH
SOY INK



We Print on
FSC certified paper (FSC* C010628)