



**Marymead  
CatholicCare**  
CANBERRA & GOULBURN

# Reconciliation Action Plan

JULY 2022 – JULY 2024



RECONCILIATION  
ACTION PLAN  
**INNOVATE**





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Reconciliation Australia commends Marymead CatholicCare Canberra & Goulburn on the formal endorsement of its third Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

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. Marymead CatholicCare Canberra & Goulburn continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Marymead CatholicCare Canberra & Goulburn will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Marymead CatholicCare Canberra & Goulburn using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on *relationships*, *respect*, and *opportunities* gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Marymead CatholicCare Canberra & Goulburn to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Marymead CatholicCare Canberra & Goulburn will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Marymead CatholicCare Canberra & Goulburn's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Marymead CatholicCare Canberra & Goulburn on your third Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**

*Chief Executive Officer*  
Reconciliation Australia

# A message from our CEO



Australia is a young nation, but our land is ancient. Sadly, our modern history is characterised by land possession, expansion, extinction, and injustice toward the original inhabitants of this country.

Part of the maturation of this nation is the acknowledgement and recognition that our success, our growth, and our wealth has come at a significant cost to Aboriginal and Torres Strait Islander peoples. While we have prospered and are the envy of the world in terms of health, wealth, and growth, Aboriginal and Torres Strait Islander peoples have and continue to experience disparities. This is evident when we consider health statistics, educational data, the overrepresentation of Aboriginal and Torres Strait Islander people in our justice system, our homelessness services and when Aboriginal and Torres Strait Islander children are taken into care.

This inequality results in an urgent need to close the gap – to bring this data and these groups closer together. It is only by working together, acknowledging the past, and as partners with a shared goal that we can reconcile with our past.

Reconciliation means many things, but as a Catholic entity we note that in the bible, reconciliation is about our acknowledgement of wrongdoing, and making amends or atonement for these. Reconciliation is also about recognising the strength and resilience of Aboriginal and Torres Strait Islander peoples and acknowledging the significance of one of the oldest living cultures in the world.

To move forward we must accept the truth. This includes acknowledging that Aboriginal and Torres Strait Islander peoples have and continue to care for and contribute immensely to the land and communities within which Marymead CatholicCare operates. We also need to accept that policies and practices, dominant structures and attitudes, have and in some cases, continue to hurt Aboriginal and Torres Strait Islander peoples, dismantle their communities and dilute their culture.

In making amends, as part of Reconciliation, we as individuals and as an organisation must commit to making a change and striving to address inequity, celebrating Aboriginal and Torres Strait Islander peoples' strengths and achievements, and bridging the gaps, to empower and deliver justice for all people in this wonderful nation – not just the lucky ones.

A handwritten signature in black ink, appearing to read 'Anne Kirwan'.

**Anne Kirwan**

*Chief Executive Officer*

Marymead CatholicCare Canberra & Goulburn

# Reconciliation Journey

by Marrawuy Journeys artist Sarah Richards

This painting was commissioned for use in Marymead CatholicCare Canberra & Goulburn's (MCCG) Innovate RAP. The brief was that the artwork should be representative of their organisation and their RAP journey therefore I have produced a piece of artwork that represents aspects relating to MCCG's organisation, their RAP journey and the ripple effect concept.

When I was researching and planning the piece of artwork for MCCG, one statement that stood out for me was "We're the hands and the eyes, we're the hearts and minds; we are there, there for any human." I really wanted to incorporate this message and so I decided to look up the words in Ngyiampaa language. In Ngyiampaa language, hands is Mara, eyes is Mil, heart is Kii and whilst there was no word for 'minds' specifically there was Pala which means 'head'. I thought this was an appropriate substitute. Other information I wanted to capture in the painting was that MCCG's services cover the extensive coastline, the Snowy Mountains, the rolling hills and flat plains out west and I had these various terrains in mind when deciding the colour palette.

MCCG provides services on the land of five traditional owners (Ngunnawal People in the ACT, the Gundungurra people to the north, Yuin people to the south, Ngarigo to the South West, and the Wiradjuri people in the North-West). These mobs are represented in the painting by the upside down 'U' symbols which is a common Aboriginal symbol used to represent people. I have also tried to place the communities in a way you would find them on a map.

During my research I also noted services delivered by MCCG and endeavoured to include icons that were representative of them.



Some are self-explanatory but I have included explanations for my rationale behind each one:

- Family Support Services (depicted by two parent figures and a small child)
- Counselling Services (depicted by a figure representative of a counsellor who is sitting up straight whilst talking to a patient who is suffering and is represented by them sitting slightly bent over)
- Disability (depicted by a common icon of a person in a wheelchair, whilst acknowledging disability is more broad and not always visible I felt this was the right icon to use nonetheless)
- Aged Care (depicted by a person with a walking stick)
- Mental Health (depicted by a brain)



- Youth (depicted by an adult and a slightly shorter person to indicate being a youth)
- Homelessness (depicted by a person assisting someone homeless get on their feet)
- Alcohol and Other Drugs (depicted by a bottle but an upside down glass to represent the process of giving up alcohol)
- Housing (depicted by a house shape)

The green section represents MCCG's RAP journey. The filled-in footprints indicate what point MCCG is currently at in their RAP journey, Innovate, and the steps yet to be taken are represented by the outline of footprints. The section also travels from bottom corner to top right corner to represent moving forward and I wanted to use green as I feel green represents growth but this section also is meant to be representative of the rolling hills mentioned previously. There are four main circles within the green section to represent the four various RAPs an organisation can implement. Keeping in mind each RAP builds on the previous RAP (hence why the circles grow with each RAP) and that the journey to Reconciliation isn't something that happens overnight. My inspiration to represent these various aspects of the Reconciliation journey and that Reconciliation doesn't happen overnight was to use the concept of tree growth rings. Each year, the tree forms new cells, arranged in concentric circles called annual rings or annual growth rings and I thought this tied in quite nicely to represent the Reconciliation journey.

As mentioned previously, I wanted to represent the various terrains MCCG services and so part of the blue section is to represent the coastline. However my inspiration to represent this section as ripples is from one of my favourite movies as a child, Pocahontas, and one quote that has stuck with me is when Grandmother Willow dips her vine into the water and says "So small at first, then look how they grow. But someone has to start them." I feel this interpretation ties in quite nicely with the Reconciliation journey because even the smallest steps can lead to greater positive change.

## About the artist

### MARRAWUY JOURNEYS (SARAH RICHARDS)

Marrawuy (Mar-ra-way) in my language of the Wongaibon people means Red Kangaroo. I have a family tree that shows that the totem of one my ancestors was a Red Kangaroo. This is one of the reasons I have chosen to go by Marrawuy Journeys but the other is the fact that a Kangaroo can't jump backwards. This also resonates strongly with me because no matter what challenges I am thrown, I keep moving forward.

### My story

For many years, I have struggled with the desire to paint but not feeling truly comfortable doing so. I have often been questioned about my heritage, the non-traditional colours of my paintings and my lack of stories. My great grandmother was part of the Stolen Generation and was taken to Cootamundra Girls Home, and the traditional stories and methods of my mob were not passed down to me. I have done some research and have found information on traditional words and some recordings of stories from my mob but I don't feel comfortable painting the stories.

I am a self-taught artist and have had various Aboriginal artists share their methods and insights with me that have improved my painting. From Dhala Dreaming on the Gold Coast who helped me with recommendations on what paint is best. To Greg Joseph and the Huddleston family in Canberra for letting me put my paintings in their gallery and providing me tips on various techniques, including story telling.

It has only been recently that I have made peace with my lack of knowledge of traditional stories and instead, have chosen to move forward with telling my own stories and incorporating them into pieces of artworks. I also enjoy interpreting others journeys and turning them into personal pieces of artwork for them to cherish.

For more of my works, please visit my Facebook page Marrawuy Journeys – Modern Aboriginal Artwork.

# Our vision for reconciliation

Our vision is for an equitable society, where past treatment of Aboriginal and Torres Strait Islander peoples is acknowledged and accepted, and where we all work together as one community to improve the health, wellbeing, and economic status of all Aboriginal and Torres Strait Islander peoples.

## Our Business

Marymead CatholicCare Canberra & Goulburn is the social services agency of the Archdiocese of Canberra and Goulburn with offices located in Canberra, Queanbeyan, Goulburn, Yass, Young, Wagga, Moruya and Bega NSW.

We have a rich history evolving from grass roots movements, where lay women and men worked alongside our religious sisters, priests and parishes to respond to what was happening within their communities, leading to the not-for-profit organisation we are today.

Services we provide to our diverse communities across the ACT and surrounding regions include:

### Aged Care and Disability Services

We offer a range of services to our senior citizens as well as individuals, carer's and families with disabilities. This includes personal care, social support, housing, supported accommodation, the Hands On Arts Studio, gardening and home maintenance services.

### Housing & Homelessness Programs

We offer a variety of independent and supported housing options for our senior citizens, people with a disability or mental illness, as well as individuals and families experiencing homelessness.

### Counselling, Therapy & Mental Health Services

We are a leading provider of mental health services in Canberra and surrounds with services including individual, couple and family counselling, school counselling, supported accommodation, a youth step up step down residential program, mental health outreach programs, as well as a range of psychological services, groups, and assessments.

### Youth Services

We provide a range of programs for young people who need support with housing, family and relationships, mental health, education and employment.

### Alcohol and Other Drug Programs

We provide a range of support options for individuals, carers and families impacted by alcohol and other drugs. This includes specialist outreach counselling and case management, as well as the Sobering Up Shelter providing a safe place for individuals to recover from alcohol and other drug intoxication.

### Permanency (out of home care)

We provide foster care, restoration support, adoption, guardianship and family preservation, all with the common goal of creating permanency for the child or young person.



## Our Mission

Through our services, we are there for people.

- In times of need
- To make a positive difference
- Across the lifespan

## Our Values

Our values are at the heart of who we are and what we do. They are demonstrated by our staff, everyday, with everyone.

We have **Respect** for all people, recognising every person has inherent dignity and worth

We will act at all times with **Integrity**

We strive for **Excellence** and aspire to the highest standards of service

We will act with **Care & Compassion** in all that we do

We value **diversity** and actively foster Inclusivity and meaningful participation within community.

Today we employ over 600 staff and volunteers with five staff who identify as Aboriginal and Torres Strait Islander peoples. We are committed to advocating for a fair and just society and through our services promote independence, social inclusion and community participation to reduce isolation and disadvantage.

# Our RAP

Our mission and values align seamlessly with Reconciliation Australia's RAP Program. Through our services, we are there for people and we are committed to providing services to the most vulnerable and disadvantaged in our community.

We acknowledge the disadvantage experienced by many Aboriginal and Torres Strait Islander peoples as a direct result of European colonisation which has resulted in the loss of culture and language, significant health inequalities, forced family separation, marginalisation and dispossession, and oppression. We also acknowledge the strength, resilience, and contribution of Aboriginal and Torres Strait Islander people and are committed to our role and responsibilities in working together in the journey and spirit of reconciliation.

Our formal reconciliation journey began in 2014 when we released our first Reflect Reconciliation Action Plan. In the years following we have achieved a number of advancements including:

- We have made improvements to our physical environment to promote cultural safety for staff and clients through commissioning artwork, displaying flags and acknowledge plaques across our sites. This has included the commissioning of 4 pieces of art which represent the 4 core values of our organisation.
- The design and supply of staff uniforms which incorporate our personalised RAP artwork.
- We now have an Acknowledgement of country on emails, our website, and include acknowledgements at the commencement of meetings and agency events.
- We have developed an agency document which outlines protocols for conducting an acknowledgement and engaging local elders for to deliver a Welcome to Country.

- We have developed relationships with Elders in our community who we call upon to carry out official Welcome to Countries for important events and openings of new services and sites.
- We have developed a relationship with a consultant and training facilitator who has worked with us to develop and provide cultural training for staff and management team.
- We have the cultural leave allowances in our Enterprise Agreement.

As an organisation we have and continue to face a number of challenges. These have included ensuring new staff have access to timely and relevant cultural training opportunities, prioritising and progressing RAP activities in a busy and demanding sector and attracting and retaining Aboriginal and Torres Strait Islander employees.

The commitment to achieving all the proposed deliverables in our 2017 – 2019 RAP was achieved in part; however a number of actions were not fully realised. The RAP Working Group has developed the following plan that has been endorsed by the leadership team to ensure that we do not lose sight of these commitments and actions.

While we have gained a greater understanding and achieved many milestones over this period, we acknowledge that there is still much more to learn and understand to promote respect, trust and positive relationships between our organisation and Aboriginal and Torres Strait Islander peoples in our immediate community and across Australia generally.



For this, our 4<sup>th</sup> consecutive plan we have identified the following areas for improvement:

- Prioritising efforts to support the recruitment of Aboriginal and Torres Strait Islander staff such as working with Specialist Aboriginal and Torres Strait Islander recruitment providers
- Enhancing strategies and HR practices to retain Aboriginal and Torres Strait Islander staff, such as cultural supervision and mentoring
- Appointing RAP Champions, separate to working group members to ensure RAP objectives are prioritised

While reconciliation is something we believe to be everybody's business and responsibility, the RAP is championed by the Marymead CatholicCare RAP Working Group with the following representation:

- Chair: Director of Property and Housing Services
- Secretariat: Toolangi Social Impact Program Engagement & Tenancy Support Manager
- Identified Aboriginal and/or Torres Strait Islander Member: CHOICES Disability and Aged Care worker
- Member: Director People & Culture
- Member: Mission Engagement Officer

We have one identified Aboriginal and Torres Strait Islander person on the Marymead CatholicCare RAP Working Group and make ongoing efforts to welcome any Aboriginal and Torres Strait Islander staff to join the Working Group.

In addition to our RAP Working Group, we have appointed Senior Directors at each of our main sites to Champion our RAP. These are:

- Director Youth, Mental Health, Homelessness & Family Services – Red Hill
- Director of CHOICES and Aged Care Services – Tenison Woods Office
- Director of Housing and Property – Favier House

# Relationships



Marymead CatholicCare Canberra & Goulburn understands the importance of building relationships within Aboriginal and Torres Strait Islander communities. This enables us to consult and learn about the needs of the Aboriginal and Torres Strait Islander communities and continually provide culturally safe and inclusive services. We will achieve this through consultation with key stakeholders to ensure relationships are built on trust between individuals and communities.

| ACTION   | DELIVERABLE  | TIMELINE                    | RESPONSIBILITY                         |
|--|--|-----------------------------|--|
| 1<br><b>Marymead CatholicCare will establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b> | Identify and meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles and plans for future engagement.                       | August 2022                 | RWG Chair                              |
|  | Develop and implement a plan to engage with Aboriginal and Torres Strait Islander stakeholders and organisations over the course of the RAP.   | September 2022              | Director People & Culture              |
|  | Make contact with Koori Preschools in our region to offer relevant services to children and families.  | August 2022                 | RWG Chair,<br>Director Allied Services |
| 2<br><b>Build relationships through celebrating National Reconciliation Week (NRW).</b>  | Circulate and promote Reconciliation Australia's NRW resources and reconciliation materials to our staff, including truth telling and historical acceptance information and materials. | 27 May – 3 June, 2023, 2024 | RWG Secretariat                        |
|  | Marymead CatholicCare RWG members will participate in an external NRW event in our community annually.   | 27 May – 3 June, 2023, 2024 | RWG Chair                              |
|  | Encourage and support Marymead CatholicCare staff and Leadership Team to participate in external events to recognise and celebrate NRW.  | 27 May – 3 June, 2023, 2024 | RWG Chair and Secretariat              |
|  | Organise an internal NRW event at each main site for the organisation and staff each year. This event is to focus on truth telling.  | 27 May – 3 June, 2023, 2024 | Mission Engagement Officer             |
|  | Register all our NRW events on Reconciliation Australia's NRW website.   | 27 May – 3 June, 2023, 2024 | RWG Secretariat                        |



| ACTION   | DELIVERABLE  | TIMELINE                | RESPONSIBILITY  |
|--|--|-------------------------|---|
| 3 <b>Promote reconciliation through our sphere of influence.</b>                 | Engage our staff in reconciliation through the development and review of policies and procedures, and opportunities to learn through participation in reconciliation events within our community.            | Review June, 2023, 2024 | Director of People & Culture                                  |
|  | Communicate our commitment to reconciliation publicly, on our website, annual report, and social media.  | May 2023, 2024          | Deputy CEO  |
|  | Conduct an internal marketing campaign to engage our staff in our reconciliation journey and invest in the objectives of our RAP.  | February 2023           | Deputy CEO, Identified Aboriginal RWG member                  |
|  | Research and plan ways to positively influence our external stakeholders to drive reconciliation outcomes, and develop a plan to implement key learnings.  | December 2022           | CEO, RWG Chair  |
|  | Invite service users to provide feedback about our progress and efforts in regards to reconciliation through various modes such as annual and program surveys, and our carer/consumer reference group.       | August 2022, 2023       | Director Youth, Mental Health, Homelessness & Family Services |
|  | Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation through participation in peer networks and encouraging other NFP organisations to develop a RAP.          | November 2022           | Mission Engagement Officer, RWG Chair, CEO                    |
|  | Include an overview of the agencies RAP and our commitment to reconciliation as part of staff orientation.   | Review July 2022        | Director People & Culture                                     |
| 4 <b>Promote positive race relations through anti-discrimination strategies.</b> | Conduct a review of our HR policies and procedures to identify any existing anti-discrimination provisions, and future needs.  | August 2022             | Director People & Culture                                     |
|  | Review and communicate our anti-discrimination policy for our organisation to staff regularly and as part of our staff induction and annual feedback reviews.  | Review 28 February 2023 | Director of People & Culture                                  |
|  | Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination and related policies.                                    | February 2023           | Director People & Culture<br>Identified Aboriginal RWG Member |
|  | Ensure the Marymead CatholicCare leadership team participate in education on the effects of racism as part of the leadership forum.  | October 2023            | Director of People & Culture, Deputy CEO                      |
|  | Facilitate a lunch time or after-hours screening of a film(s) relating to Aboriginal and Torres Strait Islander people's culture and/or history to promote learning, reflection, and discussion among staff. | June 2023, 2024         | RWG Chair and Secretariat                                     |

# Respect



Respect for Aboriginal and Torres Strait Islander peoples, cultures, lands and histories is important to Marymead CatholicCare Canberra & Goulburn (MCCG) as we recognise and deliver our services in the traditional lands of the Ngunnawal People in the ACT, the Gandangara people to the north, Yuin people to the south, Ngarigo to the South West, and the Wiradjuri people in the North-West. We regard it as essential for us to build relationships that respect the uniqueness of the great traditions that were formed well before us. Our commitment is to listen and learn from these traditions and provide access to services consistent with the rights and cultures of Aboriginal and Torres Strait Islander peoples.

| ACTION   | DELIVERABLE  | TIMELINE            | RESPONSIBILITY                                   |
|--|--|---------------------|--|
| 5 <b>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b> | Conduct a review of the cultural learning needs within our organisation.   | August 2022         | Director of People & Culture                     |
|  | Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development, implementation and review of a cultural learning strategy.    | August 2022         | Director of People & Culture and RWG Secretariat |
|  | Develop, implement and communicate a cultural learning strategy for our staff.   | September 2022      | Director of People & Culture and RWG Secretariat |
|  | Provide opportunities for RWG members, HR managers and other key leadership staff to participate in formal and structured cultural learning over the course of this RAP. | Review October 2022 | Deputy CEO, Director People & Culture            |
|  | Celebrate Aboriginal and Torres Strait Islander culture by marketing the Marymead CatholicCare RAP uniform and merchandise featuring our commissioned artwork.           | May 2023 and 2024   | Deputy CEO, Identified Aboriginal RWG member     |



| ACTION  | DELIVERABLE  | TIMELINE                           | RESPONSIBILITY  |
|---|--|------------------------------------|---|
| 6 <b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>      | Increase our staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.   | Review 28 February 2023            | RWG Secretariat   |
|   | Continue to communicate a cultural protocol document including protocols for Welcome to Country and Acknowledgement of Country.  | Review June 2023 and 2024          | RWG Secretariat   |
|   | Provide all staff with Marymead CatholicCare's Acknowledgement of Country card to ensure staff are versed in acknowledgements and the Aboriginal areas (country) in which our organisation operates.   | Review October 2022                | RWG Secretariat   |
|   | Ensure an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings are standard practice in all minuted staff and team meeting agendas.   | August 2022                        | RWG Secretariat   |
|   | Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant agency events each year.   | December 2022, 2023                | RWG Chair and Secretariat                               |
|   | Invite Aboriginal and or Torres Strait Islander peoples to facilitate learning and education opportunities for our staff including cultural awareness, cultural competency and truth telling.  | Review August 2022                 | RWG Chair, Director of People & Culture                 |
| 7 <b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b> | RWG members will participate in an annual NAIDOC Week event in our community.  | July 2022, 2023                    | Mission Engagement Officer                              |
|   | Encourage and support staff to participate in events during NAIDOC Week through advertising on the intranet, emails, and by Managers and RAP champions in team meetings.   | July 2022, 2023                    | Director People & Culture<br>Mission Engagement Officer |
|   | Review processes to ensure Aboriginal and Torres Strait Islander staff are aware of additional cultural leave allowances stipulated in Marymead CatholicCare's collective agreement as part of their induction and orientation to Marymead CatholicCare.                   | July 2022                          | Director People & Culture                               |
| 8 <b>Recognise and celebrate Aboriginal and Torres Strait Islander dates of significance.</b>                       | Publish information on the Intranet on Australia's reconciliation journey and dates of cultural significance for that month, guided by the ACTCOSS Reconciliation Calendar.  | Review December 2022, 2023         | RWG Secretariat   |
|   | Provide educational resources and opportunities for our staff to learn and participate in truth telling and historical acceptance activities, including the Stolen Generations (The Anniversary of the National Apology and Sorry Day) and Australia Day/ Day of Mourning. | January, February, May, 2023, 2024 | RWG Secretariat   |
|   | Ensure a representative group of Marymead CatholicCare staff from across the agency will participate in the Annual National Sorry Day Bridge Walk.   | May, 2023, 2024                    | RWG Chair   |

# Opportunities



Marymead CatholicCare Canberra & Goulburn (MCCG) has a presence in many parts of rural NSW and Canberra. MCCG is committed to exploring and implementing opportunities that are culturally appropriate for local Aboriginal and Torres Strait Islander peoples within our community. This includes exploring employment, training, and opportunities for collaboration with our clients, staff, and stakeholders.

| ACTION  | DELIVERABLE  | TIMELINE                              | RESPONSIBILITY  |
|---|--|---------------------------------------|---|
| 9 <b>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b> | Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.                                | Review 30 June 2023                   | Director People & Culture   |
|   | Engage with Aboriginal and Torres Strait Islander staff to consult on the development of a formal recruitment, retention and professional development strategy.                      | August 2022, Review June 2023         | Director People & Culture<br>Identified Aboriginal Working Group Member |
|   | Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.   | Review February 2023                  | Director People & Culture   |
|   | Review HR and recruitment procedures and policies to ensure there are no potential barriers to Aboriginal and Torres Strait Islander peoples participation in Marymead CatholicCare. | Review February 2023                  | Director People & Culture<br>Identified Aboriginal RWG Member           |
|   | Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.  | Review November 2022                  | Director People & Culture   |
| 10 <b>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>                 | Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.   | August 2022                           | RWG Chair, Deputy CEO   |
|   | Investigate Supply Nation membership.  | April 2023                            | RWG Chair, Deputy CEO   |
|   | Communicate opportunities for the procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.  | August 2022                           | RWG Chair, Deputy CEO   |
|   | Review and update procurement practices to support and encourage the procurement of goods and services from Aboriginal and Torres Strait Islander businesses.                        | January 2023                          | RWG Chair, Deputy CEO   |
|   | Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.   | Review 31 October 2022, 30 April 2023 | Deputy CEO  |



| ACTION   | DELIVERABLE  | TIMELINE                  | RESPONSIBILITY                             |
|--|--|---------------------------|--|
| 11 <b>Improve access to Higher Education and career opportunities for Aboriginal and/or Torres Strait Islander students.</b> | Work with Aboriginal and Torres Strait Islander education providers to offer and support successful student placements and improve education and employment opportunities.   | August 2022, July 2023    | Mission Engagement Officer                 |
|  | Provide annual sponsorship of the Annual Australian Catholic University Achievement Award for Aboriginal and/or Torres Strait Islander Social Work students.   | October 2022, 2023        | CEO  |
| 12 <b>Improve Service delivery to Aboriginal and/or Torres Strait Islander peoples.</b>                                      | Engage an Identified Aboriginal and Torres Strait Islander Community Engagement Officer (either as a staff member or consultant) to provide liaison and advice to improve our engagement with Aboriginal and Torres Strait Islander service users, stakeholders and staff. | August 2022               | Director People & Culture                  |
|  | Invite service users and Aboriginal and Torres Strait Islander NGO services to provide feedback on the service they are receiving and areas for improvement, through various modes such as annual and program surveys, and our carer/consumer reference group.             | September 2022, June 2023 | RWG Chair                                  |
|  | Monitor and analyse service usage and outcomes data for Aboriginal and Torres Strait Islander service users, and consider areas for improvement at annual planning days.   | January 2023              | RWG Chair, Director of Quality and Systems |

# Governance



| ACTION   | DELIVERABLE   | TIMELINE   | RESPONSIBILITY            |
|--|---|--|---------------------------|
| 13 <b>Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.</b>  | Maintain Aboriginal and Torres Strait Islander representation on the RWG.   | August 2022, 2023  | RWG Chair                 |
|  | Review Terms of Reference for the RWG.  | Septmeber 2022, 2023   | RWG Chair and Secretariat |
|  | Meet at least four times per year to drive and monitor RAP implementation.  | August, November 2022, February, May, June, August, November 2023, February, May, June, 2024 | RWG Chair and Secretariat |
| 14 <b>Provide appropriate support for effective implementation of RAP commitments.</b>   | Define resource needs for RAP implementation in the annual RAP planning day at the start of each year.  | January 2023, 2024   | RWG Chair, Deputy CEO     |
|  | Engage our senior leaders and other staff in the delivery of our RAP commitments.   | Quarterly Board Meetings March, June, September, Dec 2022, 2023, 2024                        | CEO                       |
|  | Define and maintain appropriate systems to track, measure and report on RAP commitments.  | September 2022, 2023   | RWG Chair and Secretariat |
|  | Appoint and maintain an internal RAP Champion from the Senior Leadership team   | January 2023   | CEO                       |
| 15 <b>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b> | Contact Reconciliation Australian to initiate the completion and submission of the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. | 30 August 2022, 2023   | RWG Chair and Secretariat |
|  | Report RAP progress to all staff and senior leaders quarterly.  | March, June, September, December 2022, 2023, 2024  | RWG Chair and Secretariat |
|  | Publically report our RAP achievements, challenges and learnings, in the agency Annual Report.  | October 2022, 2023   | RWG Chair and Secretariat |
|  | Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.   | May 2022, 2024   | Director People & Culture |
|  | Complete the annual online RAP Impact Measurement Questionnaire.  | 30 September annually  | RWG Secretariat           |
| 16 <b>Continue our reconciliation journey by developing our next RAP.</b>  | Register via Reconciliation Australia's website to begin developing our next RAP.   | July 2023  | RWG Secretariat           |

## Notes

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## Contact

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