



Reflect Reconciliation Action Plan

May 2024 – May 2026



Acknowledgement of Country

CatholicCare Tasmania respectfully acknowledges the Traditional Custodians of Lutruwita/Trowunna/Tasmania, and the ongoing custodianship of Tasmanian Aboriginal Peoples.

We pay our deep respects to Elders past and present, and recognise their continuing connection to land, sky, waterways, culture and community. We walk on Country that has been cared for by countless generations. This place, where we and our children live, learn, play and grow, holds the stories, strength and spirit of its First Peoples.

CatholicCare Tasmania is committed to truth telling and to the ongoing journey of reconciliation. We seek to build and strengthen respectful relationships with Aboriginal and Torres Strait Islander Peoples and organisations, working together towards a shared future grounded in dignity, cultural understanding and collective responsibility.

Aboriginal and Torres Strait Islander readers should be aware that this document may contain images or names of individuals who have passed away.





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Reconciliation Statement

CatholicCare Tasmania honours the strength, wisdom, and cultural heritage of Aboriginal and Torres Strait Islander Peoples, acknowledging their deep connection to Country and community. We recognise the past and ongoing impacts of colonisation, genocide, and systemic discrimination, and we commit to truth-telling, healing, and reconciliation.

Our goal is to ensure Aboriginal and Torres Strait Islander Peoples feel seen, valued, and welcomed, celebrating their culture through cultural awareness, advocacy, and meaningful relationships built on respect, equity, and lasting change. Guided by our Reconciliation Action Plan, we hold ourselves accountable to a future where Aboriginal and Torres Strait Islander Peoples are empowered, celebrated, and experience true justice and self-determination.

Our Approach to Reconciliation

We acknowledge Australia's history and the ongoing injustices experienced by Aboriginal and Torres Strait Islander Peoples across generations. We recognise that truth telling is central to reconciliation and to building a future grounded in respect, honesty, and justice.

We acknowledge that Aboriginal people in Lutruwita/Trowunna/Tasmania hold diverse views about reconciliation, shaped by culture and lived experience. CatholicCare Tasmania uses this term with care, recognising the strength, leadership and enduring connection Tasmanian Aboriginal Peoples have to community and Country.

Reconciliation calls us to listen, learn, and walk alongside Aboriginal Peoples to build respectful relationships and support meaningful change.

'Reconciliation is not just a symbolic gesture; it is a long-term, active commitment to justice, truth-telling, and reparative action.'

RAPWG Member



Foreword from the Archbishop of Hobart

Reconciliation is one of the deepest longings of the human heart. In 1986, during his visit to New Zealand, Pope Saint John Paul II observed: “When you speak about reconciliation you are touching one of humanity’s deepest needs.” Those words remain profoundly true today. Reconciliation is not simply a policy objective or a social aspiration. It is a work of justice, truth and hope. It is part of God’s desire that people be brought into right relationship with one another.

CatholicCare Tasmania is privileged to present this Reconciliation Action Plan as a practical expression of our commitment to walking respectfully with Aboriginal and Torres Strait Islander peoples. We recognise the First Peoples of this land, their enduring connection to Country, culture and community, and we acknowledge the pain and injustice that have marked much of our shared history.

Forty years ago, Pope Saint John Paul II visited Alice Springs and spoke words that continue to echo across Australia. He called upon Australians to recognise and honour Aboriginal peoples and their cultures. His message was one of respect and partnership. The Church’s commitment to reconciliation in Australia stands within a broader journey undertaken throughout the world.

During that same journey through the Pacific, Pope John Paul II reflected on the wisdom of Indigenous cultures. Speaking of the Māori people, he recognised values which modern societies are often in danger of losing: a reverence for the spiritual dimension of life, a profound respect for nature, a strong sense of belonging and community, loyalty to family and generosity of spirit. He saw these not as relics of the past but as gifts that enrich the whole human family.

More recently, Pope Francis, during his penitential pilgrimage to Canada in 2022, openly acknowledged the failures of Catholic Christians who supported oppressive colonial attitudes and asked forgiveness for the indifference and actions that caused suffering to Indigenous peoples. His words remind us that reconciliation requires humility, honesty and a willingness to listen.

True reconciliation begins with dialogue. Pope John Paul II taught that such dialogue proceeds from “deep respect for others and a confidence in the ultimate victory of truth.” It calls us to encounter one another not with fear or suspicion, but with openness and trust. It asks us to learn from one another and to build relationships marked by dignity and mutual care.



This Reconciliation Action Plan commits CatholicCare Tasmania to concrete steps that strengthen relationships, create opportunities and deepen understanding. Above all, it reflects our conviction that reconciliation is not a destination but a shared journey.

May this plan help us to build a future in which truth is honoured, wounds are healed, and all peoples walk together in hope and friendship.

Most Rev. Anthony Ireland DD STD
Archbishop of Hobart

Foreword from CEO of CatholicCare Tasmania

At CatholicCare Tasmania, our mission is grounded in dignity, compassion, and a deep commitment to walking alongside individuals, families, and communities. This Reflect Reconciliation Action Plan marks an important step in how we live that mission more fully, by acknowledging the truth of our shared history and committing to a future shaped by respect, justice, and genuine partnership.

We respectfully acknowledge the Tasmanian Aboriginal people as the Traditional Custodians of Lutruwita/Trowunna and honour their enduring connection to land, culture, and community. As an organisation, we recognise that the impacts of colonisation, systemic injustice, and exclusion continue to be felt today. Reconciliation calls us not only to acknowledge these truths but to respond with humility, courage, and sustained action.

This Reflect RAP represents the beginning of a deeper organisational journey. It has provided the foundation for us to listen, learn, and reflect on our role in contributing to reconciliation in meaningful and practical ways. Through this process, we have taken time to examine our systems, our culture, and our everyday practice, identifying where we can grow and how we can better support Aboriginal and Torres Strait Islander peoples to feel safe, and valued within our services and workplaces.

I am proud of the commitment shown across CatholicCare Tasmania, with staff engaging in cultural learning, strengthening relationships with Aboriginal organisations, and beginning to embed reconciliation into how we work, lead, and deliver services. These are important steps, but we recognise they are only the beginning. Reconciliation is not a project with an endpoint - it is a continuous journey that requires accountability, openness, and a willingness to listen and learn from Aboriginal voices.

Guided by our values of Hope, Connection, Authenticity, and Courage, and informed by Catholic Social Teaching, we are called to act with integrity and responsibility. This means embracing truth-telling, fostering respectful relationships, and working towards equity and justice in ways that are tangible and enduring. It also means recognising that reconciliation is the responsibility of all of us and requires collective effort across every part of our organisation.

As we look ahead, we are committed to building on this foundation. Our next Reconciliation Action Plan will take us further - strengthening partnerships, deepening cultural capability, and embedding culturally safe practices across all levels of CatholicCare Tasmania.



Importantly, this work will continue to be guided by Aboriginal and Torres Strait Islander peoples, whose leadership, knowledge, and experience are essential to meaningful and lasting change.

I extend my sincere thanks to our Principal Aboriginal Consultant, our Reconciliation Action Plan Working Group, our Leaders and all staff and community partners who have contributed to this important work. Together, we are taking steps towards a more just, inclusive, and connected future.

Julia Mangan
Chief Executive Officer
CatholicCare Tasmania

Foreword from the CEO of Reconciliation Australia

Reconciliation Australia welcomes CatholicCare Tasmania to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

CatholicCare Tasmania joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with over 5.5 million people now working or studying in an organisation with a RAP.

The four RAP types - Reflect, Innovate, Stretch and Elevate - allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables CatholicCare Tasmania to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.



Congratulations CatholicCare Tasmania, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



About the Artwork

'United: From Sky, Earth and Sea'

'United: From Sky, Earth and Sea' explores the enduring connection between past and present while celebrating the strength, resilience, and vibrancy that emerge when communities unite with a shared purpose. Created for CatholicCare Tasmania, the artwork reflects the organisation's commitment to connection, community engagement, and the celebration of Aboriginal culture. It honours where we have come from while recognising the importance of working together to build a stronger future. At its heart, the piece speaks to the spiritual connection between people, Country, and the unseen presence of those who continue to guide us.

Many elements within the artwork carry dual meanings, reflecting both Tasmanian Aboriginal culture and identity and CatholicCare Tasmania's values and commitment to supporting communities.

The sky features eleven mutton birds soaring across the landscape. Nine represent Tasmania's nine Aboriginal nations, acknowledging the strength, diversity, and enduring legacy of our people. The two smaller birds, flying toward the Blue Hour, symbolise a new beginning built on the knowledge and resilience of those who came before us. Together, they represent unity, reconciliation, and collective progress while honouring the distinct identities that continue to shape our communities.

The Blue Hour, the period between darkness and light before sunrise and after sunset, carries deep spiritual significance. It reminds us that our ancestors remain with us, encouraging us to care for Country and give back as much as we take. It represents the meeting place of past and present, where ancestral wisdom continues to guide the future. For generations, our ancestors looked to the sky for knowledge of the seasons, weather, navigation, and cultural teachings. The stars acknowledge this enduring wisdom and the stories passed through generations, reminding us that their guidance continues to shine.

For CatholicCare Tasmania, the mutton birds reflect connection, collaboration, and community. Their shared journey symbolises the strength that comes from working together with respect, understanding, and purpose, while the Blue Hour represents growth, opportunity, and positive change.

The mountains represent CatholicCare Tasmania's four core values of Hope, Connection, Authenticity, and Courage. They symbolise resilience and the determination required to overcome challenges, reminding us that growth comes through perseverance and support.

Within the mountains are flowing lines and dotted patterns inspired by Tasmania's shell middens. These important cultural sites reflect the enduring relationship Aboriginal people have maintained with Country for thousands of years. Here, they represent the layers of knowledge, stories, and cultural practices that continue to shape our identity.

The circular patterns across the earth symbolise a united community. They honour the Elders of the past, recognise the wisdom of today's Elders, and reflect our responsibility to guide future generations. The waterways acknowledge the essential role water has always played in Tasmanian Aboriginal culture. They represent a shared path forward, connecting people, communities, and opportunities while reinforcing the relationship between Sky, Earth, and Sea.

Together, these elements tell a story of connection, resilience, cultural continuity, and hope. They honour the wisdom of the past, celebrate the strength of the present, and embrace the opportunities of the future. 'United: From Sky, Earth and Sea' reflects the belief that by remaining connected to one another, to Country, and to the values that guide us, we can move forward together toward a stronger and more united future.



About the Artist

Reuben Oates is a proud Trawlwoolway man, with deep ancestral ties to the Ben Lomond region in Tasmania's north-east. Born on Melukerdee country in the small riverside town of Franklin, in the Huon Valley, he grew up further north on 40 acres in Mountain River. While his lineage traces back to Chief Mannalargenna through the Dolly Dalrymple line, it was the southern landscapes, the rivers, bushland, and wildlife of melukerdee country, that shaped Reuben's early connection to land and culture.

Reuben was introduced to painting by his father Leigh Oates, who inspired him to begin his creative journey in 2004. From an early age, Reuben understood culture not just as something you carry, but something you live; with respect, with care, and with the quiet awareness that what is taken from the land must be given back in return.

By the age of nine, Reuben had already found representation through Art Mob. Reuben specialises in acrylic on canvas, using bold colour and layered detail to bring each story to life. His work is deeply rooted in Aboriginal storytelling, and his depictions of native Tasmanian animals add patterns carry strong themes of family, human interaction, travel, community, and connection to place.

Now a full-time artist for more than a decade, Reuben has extended his practice into large-scale mural work across Tasmania. His murals are found in schools, public spaces, and community buildings throughout the Huon Valley and surrounding towns. These works are more than just vibrant images; they are visual acknowledgements of identity, respect for the land, and shared cultural knowledge. They celebrate the beauty of Tasmanian wildlife, but they also speak to the strength and presence of Aboriginal culture in contemporary Tasmania.



Reuben's approach to sharing culture is grounded in inclusivity and respect. He believes that culture should be shared in a way that is open and welcoming, never forceful. Through school programs, workshops, and public art, he teaches with a gentle presence, creating space for others to listen, ask, and understand. His childhood values remain central to his work today: respect the land, honour wildlife, and give back more than you take.

Reuben's artworks are held in public and private collections nationally and internationally. Yet for him, success is not measured by recognition alone, but by the stories he is able to share; stories that honour the past, reflect the present, and create space for a shared and united future.

Our Organisation

CatholicCare Tasmania is the primary social services agency of the Catholic Church in Tasmania, with over 60 years of service. Our current workforce of more than 490 staff across Tasmania, deliver a wide range of programs that support individuals, families and communities, welcoming people of all backgrounds and circumstances.

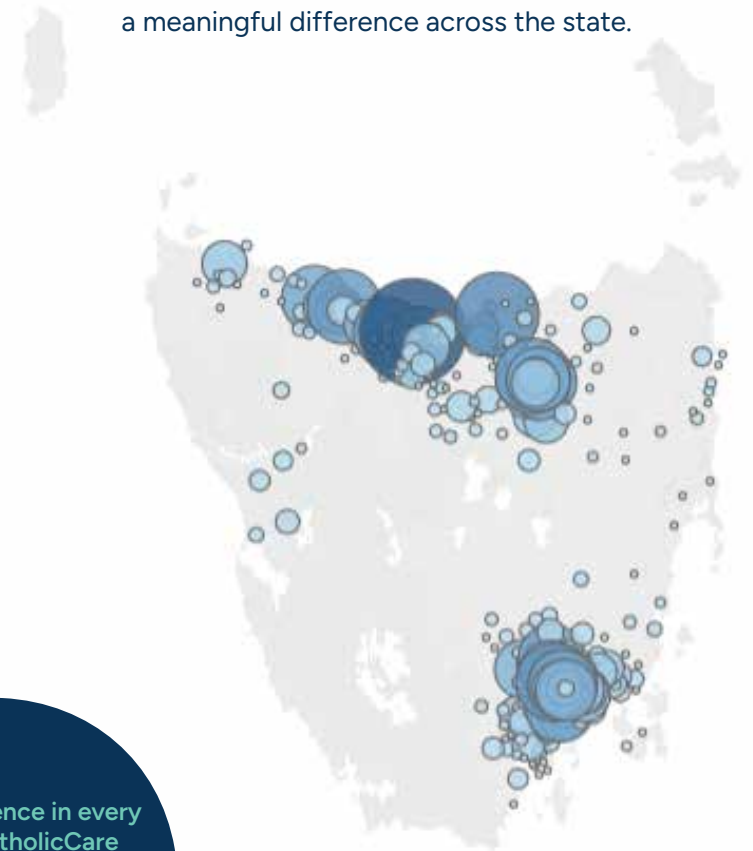
We support over 8,900 clients each year through 40 diverse programs and services, with 10 per cent identifying as Aboriginal and/or Torres Strait Islander. Our key service areas include children and family, housing, homelessness, counselling and multicultural services. Each of these is grounded in our commitment to strengthening wellbeing and fostering connected, resilient communities.

We operate statewide, with central offices in New Town, Launceston, Devonport, Burnie and George Town, alongside with satellite sites providing service delivery in community settings. This enables us to respond to local needs while maintaining accessible and trusted connections across the communities we serve.

In alignment with our Catholic mission and values, our Reconciliation Action Plan is grounded in Catholic Social Teaching and guides how reconciliation is reflected in practice. Through ongoing learning and partnership with Aboriginal and Torres Strait Islander Peoples, we continue to strengthen relationships and embed cultural respect across our organisation.

Our Footprint

CatholicCare Tasmania continues to make a meaningful difference across the state.



With a presence in every region, CatholicCare Tasmania's footprint reflects our deep commitment to building stronger, more resilient communities.

Our Values

Our organisational values of Hope, Connection, Authenticity and Courage have guided us throughout this journey:

Hope

Hope inspires us to learn from the strength and resilience of Aboriginal and Torres Strait Islander Peoples.

Connection

Connection calls us to build respectful relationships through deep listening (dadirri) and humility.

Authenticity

Authenticity grounds us in honesty about where we are and where we need to grow, aligning our words with meaningful actions.

Courage

Courage empowers us to acknowledge uncomfortable truths, challenge the status quo, and commit to long-term cultural transformation.



Strategic Alignment

CatholicCare Tasmania's Reconciliation Action Plan is closely aligned with our Strategic Plan 2024-2027, embedding reconciliation across our five strategic priorities: Client and Community, Business, Organisational Capability, Systems, and Partnerships. Guided by our vision of people thriving in safe, inclusive, and diverse communities, the RAP strengthens culturally safe and responsive service delivery, supports equitable growth, builds workforce cultural capability, and reinforces systems and accountability to embed culturally informed practice.

It deepens respectful partnerships with Aboriginal and Torres Strait Islander Peoples and organisations, ensuring reconciliation is integrated into how we work, lead, and deliver services, contributing to more inclusive and connected communities. The RAP has directly influenced our 2026 to 2029 Strategic Plan and will demonstrate our strengthened commitment to cultural safety and amplifying Aboriginal and Torres Strait Islander voices.

Catholic Social Teaching

Catholic Social Teaching provides a foundation for how we understand reconciliation and the responsibility it carries. Principles such as the dignity of the human person, solidarity, the common good, and the pursuit of justice and peace calls us to respond to injustice with honesty, to engage in truth-telling, and to work towards healing in ways that are respectful, accountable and sustained over time.

Through our Reconciliation Action Plan, these principles are translated into action across our core focus areas. We strengthen relationships through deep listening (dadirri), trust and reciprocity; build respect by embedding cultural understanding and safe practices into our services; create opportunities by supporting equity, inclusion and participation for Aboriginal and Torres Strait Islander Peoples; and upholding strong governance through accountability, reflection and ongoing organisational learning.

In practice, this includes creating environments where Aboriginal and Torres Strait Islander Peoples feel safe, respected and valued, and where our actions actively contribute to fairness, dignity and meaningful change. Through this approach, Catholic Social Teaching is not only a guiding philosophy, but a lived commitment reflected in how we work, lead and partner with community.

The principles of Catholic Social Teaching emphasise



Our Reconciliation Action Plan

CatholicCare Tasmania's Reflect Reconciliation Action Plan marks an important step in our ongoing journey toward justice, healing, and meaningful change. It was developed to deepen our understanding of reconciliation, examine our organisational culture, systems, processes and establish strong foundations for future action. It reflects our commitment to acknowledging past harms and working respectfully with Aboriginal and Torres Strait Islander People and organisations toward healing.

Reconciliation is central to our identity as a culturally safe, inclusive and respectful organisation. We acknowledge the ongoing impacts of colonisation, attempted genocide and systemic discrimination on Aboriginal and Torres Strait Islander Peoples. Through structured reflection, staff engagement and community dialogue, we have identified gaps in our cultural capability and committed to addressing them.

Our Reconciliation Action Plan has been intentionally embedded across all levels of the organisation, guiding how reconciliation and cultural safety is integrated into our policies, practices, workforce development and governance. We seek to move beyond acknowledgement by actively celebrating and centring Aboriginal and Torres Strait Islander cultures in our everyday work.

We have continued to strengthen relationships with Aboriginal and Torres Strait Islander individuals, Aboriginal Community Controlled Organisations, health and legal services. While this work is ongoing, it demonstrates our commitment to building trust, practising humility and strengthening culturally safe ways of working, and help identify future priorities.

Looking Ahead

While the Reflect stage is complete, this is only the beginning of our journey. We are preparing our next Reconciliation Action Plan with stronger foundations, clearer goals and a deeper understanding that reconciliation is an ongoing practice. Guided by Aboriginal and Torres Strait Islander voices, we remain committed to this journey with humility, responsibility and hope.

Our Ideal Future

We envision a future where reconciliation is embedded in everyday practice. Cultural safety is actively lived, staff are confident engaging with Aboriginal and Torres Strait Islander Peoples, and our policies and practices support respect, inclusion and ongoing cultural learning. Reconciliation becomes part of everyday work, leading to stronger relationships and services where Aboriginal and Torres Strait Islander Peoples feel seen, respected and valued.





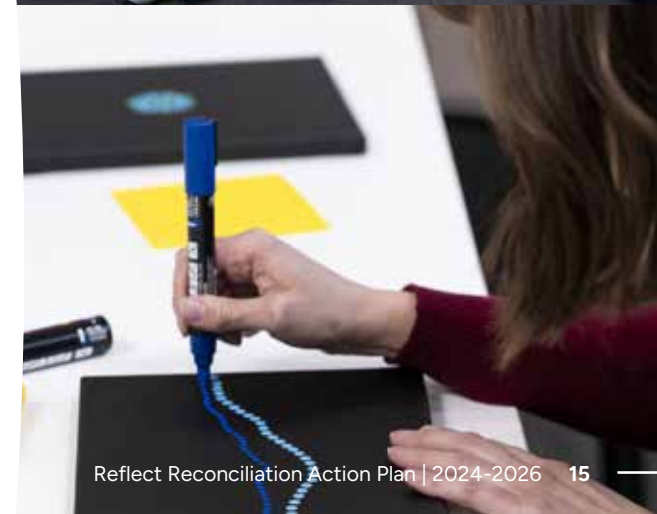
Our Journey

CatholicCare Tasmania's reconciliation journey has begun with a focus on listening, learning, and building meaningful connections. Over this Reflect period, we have taken important first steps to strengthen relationships, grow cultural understanding, and begin embedding reconciliation into the fabric of our organisation.

A significant part of this journey has been the introduction of the Principal Aboriginal Consultant role, alongside the formation of a Reconciliation Action Plan Working Group. Together, these have provided cultural insight, strengthened accountability, and guided our approach as we shape policy, practice, and decision making. This work has reinforced that reconciliation is a shared responsibility across staff, leaders, and programs.

Across the organisation, there has been a growing openness to learning. Cultural learning opportunities, staff engagement, and ongoing conversations are supporting people to deepen their understanding and consider how this informs their everyday work. Insights from feedback and internal reporting are beginning to shape how we think, plan, and respond.

Respect for Aboriginal and Torres Strait Islander cultures continues to deepen in everyday practice across the organisation. Cultural protocols are more consistently recognised, and Aboriginal perspectives are increasingly included in meetings, reporting, and organisational discussions, supporting staff to consider their practice, the systems they work within, and the broader context impacting Aboriginal People and organisations.



Our participation in Reconciliation Week, NAIDOC Week, and community-led events has been an important part of this journey, alongside our ongoing, everyday commitment to reconciliation.

Behind the scenes, policies, processes, and organisational practices are beginning to reflect a stronger commitment to cultural safety, inclusion, and equity, laying a foundation for more consistent and culturally safe experiences for both staff and clients.

We continue to learn through our relationships with Aboriginal organisations, community partners, and sector networks, which are shaping our understanding and reinforcing the importance of listening, partnership, and accountability.

This Reflect Reconciliation Action Plan represents an important beginning. It has helped CatholicCare Tasmania build awareness, create momentum, and start embedding reconciliation across the organisation. At the same time, we recognise that we are still early in our journey, with more to learn, strengthen, and grow.

We remain committed to continuing this work with humility, guided by Aboriginal voices, and grounded in our values. As we move forward, we will continue to listen and take meaningful steps toward creating culturally safe environments where Aboriginal and Torres Strait Islander Peoples are respected, valued, and supported.

‘These moments create opportunities to come together, listen to Aboriginal voices, and engage with culture through storytelling, art, and shared experience, strengthening connection and supporting the development of trust.’

CatholicCare Tasmania Staff Member



Our Activities

390+

Staff have strengthened their understanding of Aboriginal cultures, histories, and lived experiences, supporting more culturally responsive practice.

'My experience was unexpectedly emotional and has prompted deep and ongoing reflection. It gave me such great insight into the experiences of Tasmanian Aboriginal People historically and in the present day, and the complexity of the intergenerational trauma experienced.'

Reflections from a staff member following Gumnuts to Buttons training

Statewide partnerships strengthened

Relationships with Aboriginal organisations across legal, health, and community sectors have strengthened connection, trust, and referral pathways.

Accessible resources established

An online Aboriginal Resource Hub and practical tools support staff to connect with community, build knowledge, and strengthen culturally informed practice.

Reconciliation embedded across the organisation

Reconciliation is integrated into leadership, communications, onboarding, reporting, and everyday practice.

Organisation wide cultural engagement

Statewide Reconciliation Week and NAIDOC Week activities, including Aboriginal led workshops, cultural experiences, and community engagement, have strengthened learning, reflection, cultural visibility, and connection across the organisation.

Sector leadership

CatholicCare Tasmania participates in and sponsors Reconciliation Tasmania initiatives, strengthening sector-wide commitment to reconciliation.

Cultural safety strengthened

Cultural safety has been strengthened through policy development, reflective practice tools, and increased visibility of cultural protocols across all sites.

Foundations for Aboriginal employment

Work is underway to strengthen recruitment, retention, and culturally safe workplaces through organisational and policy reform.

Cultural learning kits rolled out

Twenty cultural learning kits were introduced across services to support culturally safe engagement with children, young people, and families.

Reconciliation in everyday practice

Reconciliation is increasingly embedded in how CatholicCare Tasmania works, leads, and delivers services.

Governance Structure

The Reconciliation Action Plan Working Group (RAPWG) guides the development, implementation and monitoring of CatholicCare Tasmania's Reflect Reconciliation Action Plan. Led by the Principal Aboriginal Consultant, the group includes a diverse representation of staff across services, locations and levels of the organisation, with input from Aboriginal and Torres Strait Islander representatives where possible.

The RAPWG recognises that reconciliation is the responsibility of all of us. This shapes a shared commitment to listen, reflect and take meaningful, accountable action across CatholicCare Tasmania.

Over time, the role of the RAPWG has evolved from actively delivering actions to leading, supporting and strengthening reconciliation across the organisation. Rather than undertaking all actions, the group promotes shared ownership, encouraging teams and individuals to embed reconciliation into their everyday work and practice.

The RAPWG meets monthly, with extended sessions held throughout the year, and members contribute to Reconciliation Action Plan priorities both within and beyond meetings. Members act as reconciliation champions within their teams, supporting cultural learning, influencing practice, and encouraging ongoing reflection and growth.

The RAPWG plays an important governance role, supporting progress tracking, policy review and organisational accountability. Regular reporting to the CEO and Executive Leadership Team ensures transparency and whole-of-organisation ownership of reconciliation.

The group is committed to respectful engagement and practices that reflect Aboriginal and Torres Strait Islander ways of knowing, being and doing.



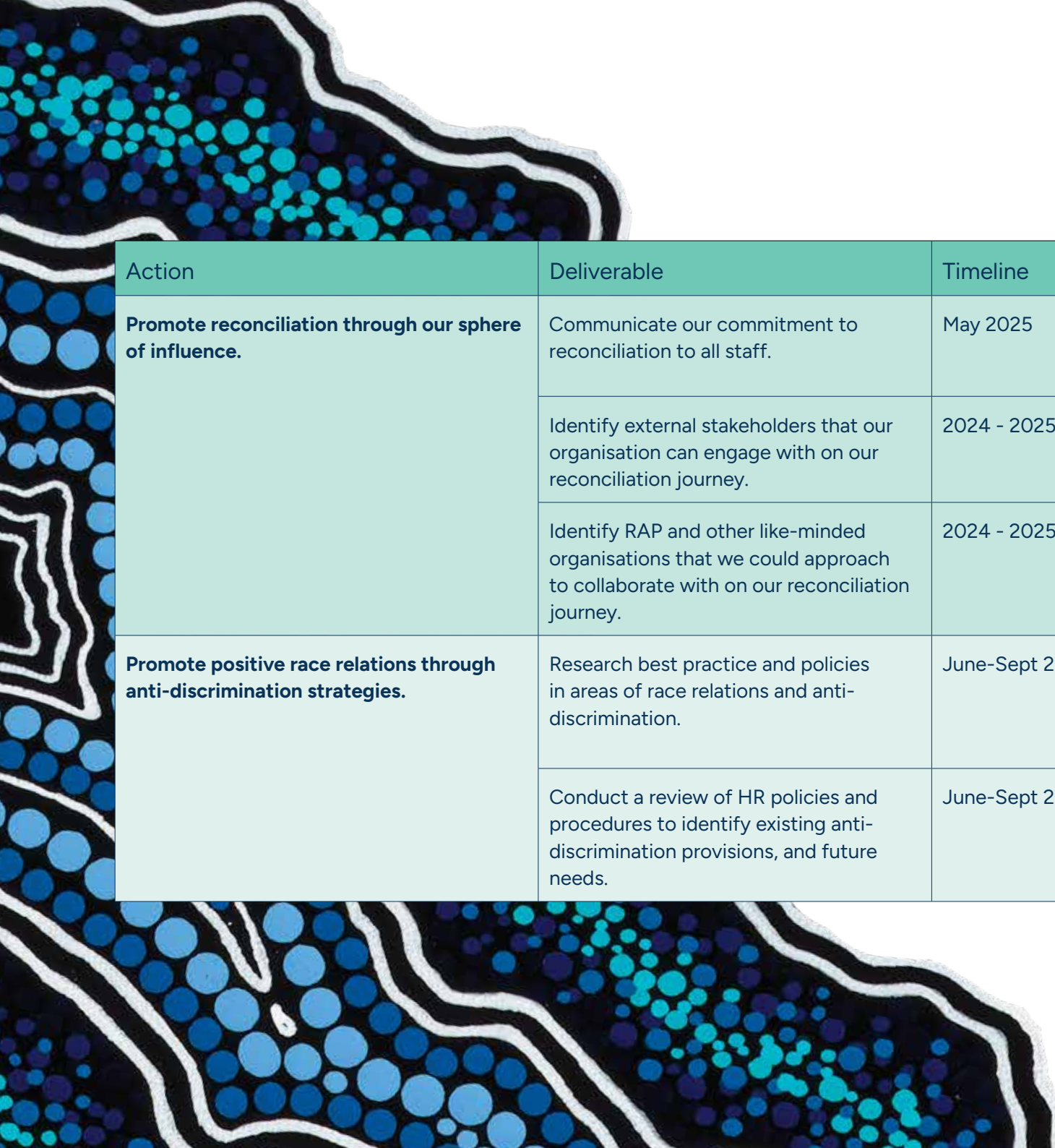


The Reconciliation Action Plan Working Group (RAPWG)

Name	Role
Alarna Page	Principal Aboriginal Consultant - Quality and Impact
Andrea Witt	Executive Manager - Family and Community Services
Carl	Housing Connect Key Development Coach - Family and Community Services
David Wilson	Individual, Relationship and Family Counsellor - Therapeutic and Counselling Services
Ella	Case Worker Family Programs - Child and Youth Services
Georgie Moody	Executive Assistant to the Chief Executive Officer
Janaya Lawson	Head of Services - Early Learning and Care
Jen Dalwood	Key Development Coach - Family and Community Services
Keisha Walker	Individual, Relationship and Family Counsellor - Therapeutic and Counselling Services
Keryl Grant Jamieson	Manager Inspire@Home - Child and Youth Services
Laura	Case Worker Family Programs - Child and Youth Services
Leah Fitzpatrick	Key Worker, Inspire@Home - Child and Youth Services
Matt Brown	Practice Excellence and Innovation Lead - Quality and Impact
Matthew Massey	Individual, Relationship and Family Counsellor - Therapeutic and Counselling Services
Oby Osegi	Integrated Family Support Services Case Worker - Child and Youth Services
Rach	Practice Leader, Family Programs - Child and Youth Services
Stacey Dare	Lead Educator - Early Learning and Care
Stefan Walker	Housing Connect Support Key Development Coach Practice Lead - Family and Community Services
Timothy Clarke	Life Skills Educator South - Child and Youth Services

Relationships

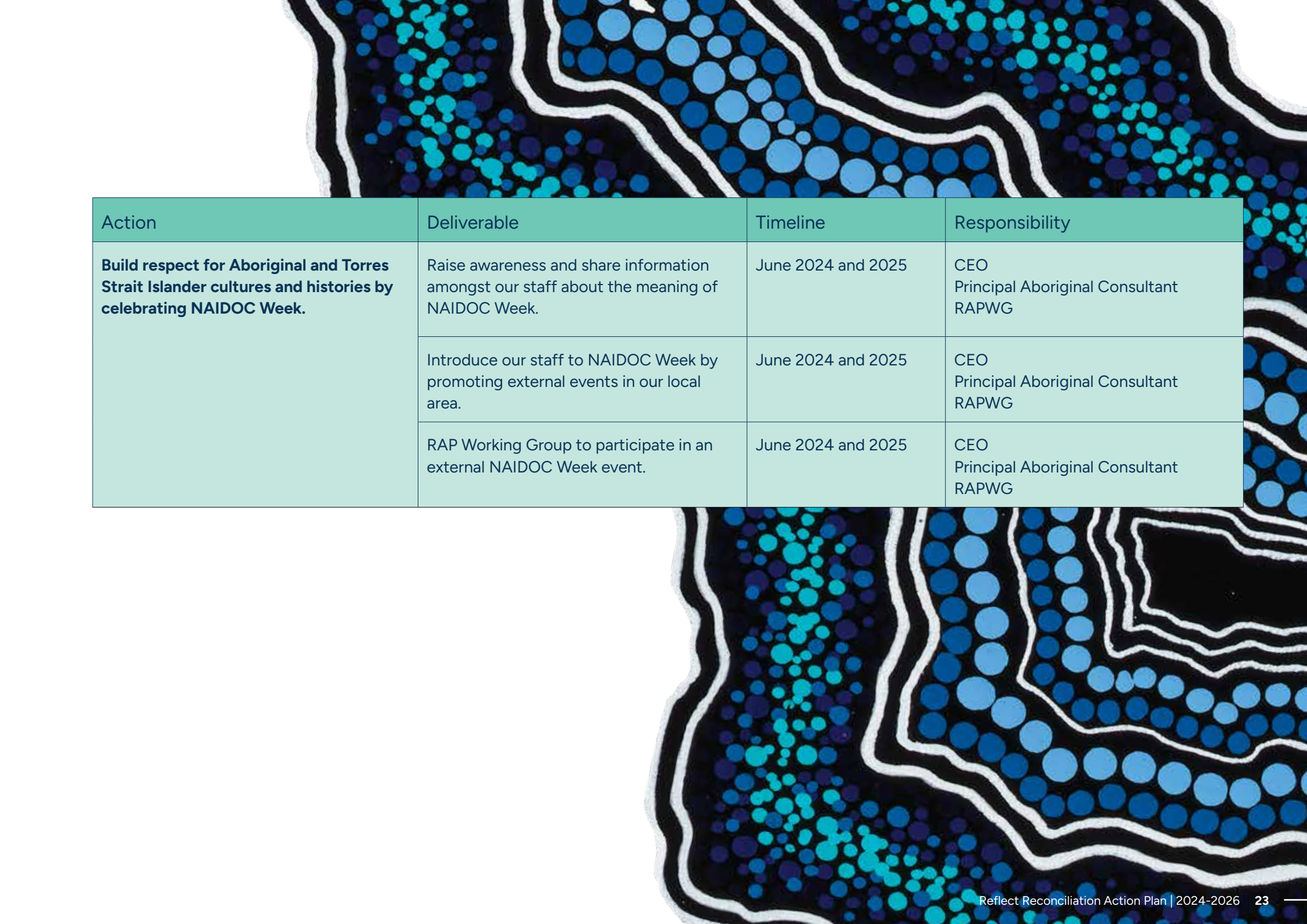
Action	Deliverable	Timeline	Responsibility
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	October 2024 - October 2025	Principal Aboriginal Consultant RAPWG (Practice Lead Key Development Coach) CEO
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	September 2025	Principal Aboriginal Consultant RAPWG Executive Manager Family and Community Services Lifeskills Educator Practice Lead Key Development Coach CEO
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024, May 2025	CEO Principal Aboriginal Consultant
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2024 27 May - 3 June 2025	CEO Principal Aboriginal Consultant Executive Leadership Team RAPWG
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2024 27 May - 3 June 2025	CEO Principal Aboriginal Consultant Executive Leadership Team RAPWG



Action	Deliverable	Timeline	Responsibility
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	May 2025	CEO
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	2024 - 2025	CEO Principal Aboriginal Consultant RAPWG
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	2024 - 2025	CEO Principal Aboriginal Consultant RAPWG
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	June-Sept 2025	RAPWG (Executive Manager Family and Community Services, Lifeskills Educator, Case Worker Family Programs)
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June-Sept 2025	RAPWG (Executive Manager Family and Community Services, Lifeskills Educator, Case Worker Family Programs)

Respect

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	2024-2025	CEO Principal Aboriginal Consultant RAPWG (Executive Manager Family and Community Services, Lifeskills Educator, Case Worker Family Programs) Learning and Development Coordinator
	Conduct a review of cultural learning needs within our organisation.	2024-2025	CEO Principal Aboriginal Consultant Learning and Development Coordinator
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	2024	RAPWG Principal Aboriginal Consultant Executive Leadership Team Senior Leadership Team Leadership Team
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	October 2025	CEO Principal Aboriginal Consultant RAPWG Executive Manager Family and Community Services Lifeskills Educator



Action	Deliverable	Timeline	Responsibility
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2024 and 2025	CEO Principal Aboriginal Consultant RAPWG
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2024 and 2025	CEO Principal Aboriginal Consultant RAPWG
	RAP Working Group to participate in an external NAIDOC Week event.	June 2024 and 2025	CEO Principal Aboriginal Consultant RAPWG

Opportunities

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	September 2024	Case Worker - Family Programs
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	April 2024	People and Culture CEO Principal Aboriginal Consultant
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	April 2025	CEO Principal Aboriginal Consultant
	Investigate Supply Nation membership.	July 2024	CEO

Governance

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RAPWG) to drive governance of the RAP.	Form a RAPWG to govern RAP implementation.	Feb 2024	Principal Aboriginal Consultant CEO
	Draft a Terms of Reference for the RAPWG.	Feb 2024 June 2024	CEO Executive Leadership Team Principal Aboriginal Consultant
	Establish Aboriginal and Torres Strait Islander representation on the RAPWG.	Feb 2024	Principal Aboriginal Consultant CEO
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	Feb 2024	CEO Principal Aboriginal Consultant
	Engage senior leaders in the delivery of RAP commitments.	Feb 2024	CEO
	Appoint a senior leader to champion our RAP internally.	Feb 2024 Oct 2024	CEO
	Define appropriate systems and capability to track, measure and report on RAP commitments.	Feb 2024	Principal Aboriginal Consultant

Governance

Action	Deliverable	Timeline	Responsibility
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Principal Aboriginal Consultant
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August, annually	Principal Aboriginal Consultant
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	Principal Aboriginal Consultant
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	[three months prior to RAP expiry date]	Principal Aboriginal Consultant





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