



Innovate Reconciliation Action Plan

May 2025 – May 2027



RECONCILIATION
ACTION PLAN

INNOVATE



Acknowledgement of Country

Ngiyany marrungku parrany wiyany Wanarruwa,
miirumalikany parra anyi parraykupa
ngaatjany ngiyany marrung wiyany
Ngarrakay parranypa yurakaykal,
pangaykal ngaatjany kumpakal

‘We acknowledge the Wonnarua people,
Traditional Keepers of this land,
and we pay respects to
their Elders past
present and emerging’

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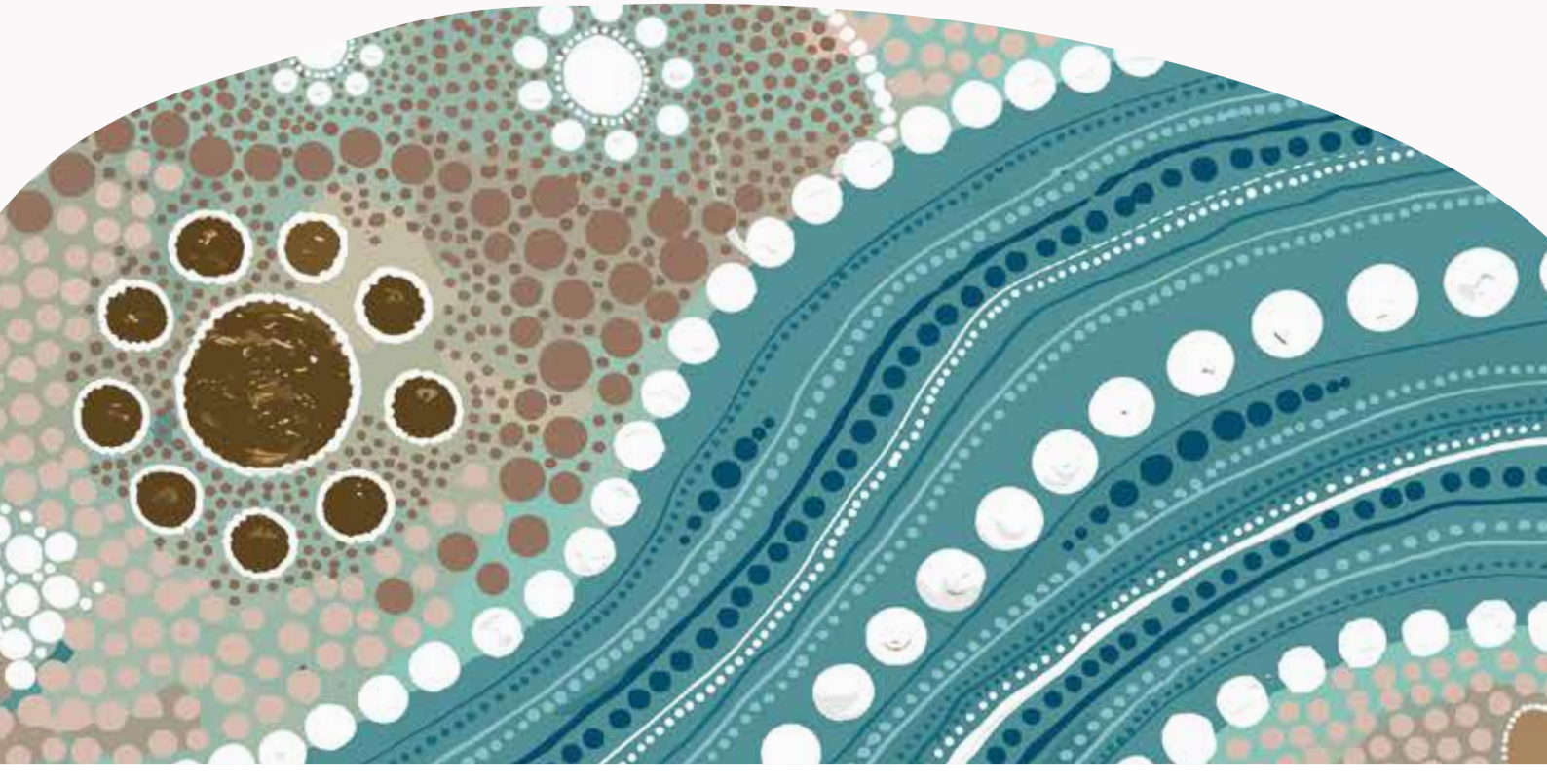
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About the Artist

I'm happily married with two beautiful daughters living on Wonnarua country.

I was born and raised on Awabakal land with my ancestral family connections with the Barkindji, Ngemba, Gamilaraay/Yuwaalaraay areas within NSW. My art depicts the beauty of nature and its elements.

I draw inspiration from the beautiful country on which we live, as well as creating art that is reflective of family, community and belonging.

DHIIYAAN ART

Dhiyaan (Dee-yarn) = Family

My name is Jess and I am a proud Aboriginal woman that loves sharing and embracing my culture with the world.

THIS PIECE REFLECTS THE GATHERING OF CARRIES PLACE STAFF AND THE COMMUNITY AT MINIMBAH LEARNING PLACE.

THROUGHOUT THE ARTWORK, YOU SEE PEOPLE SYMBOLS, BOTH YOUNG AND OLD, AND OUR CONTINUING CONNECTION TO THE LAND, WATERWAYS, AND SKY.

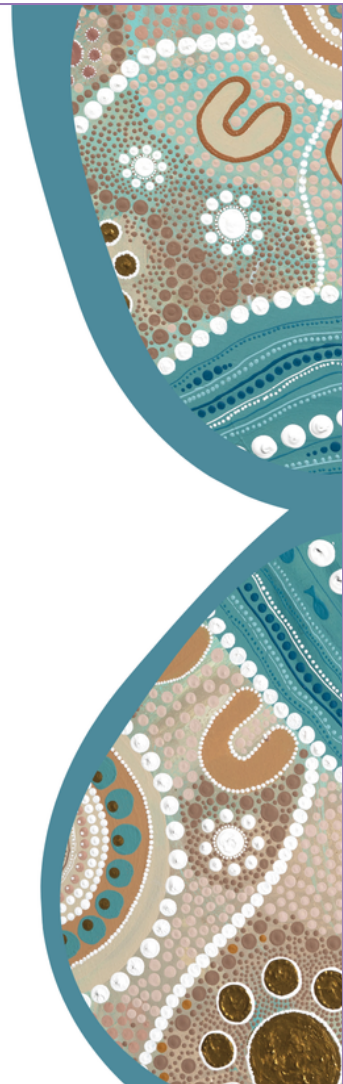
THE SOFT, CALM COLORS SIGNIFY THIS BEAUTIFUL LAND AND THOUSANDS OF YEARS OF HISTORY, STORIES, AND THE RICHNESS OF CULTURE.

THE ARTWORK SHOWS HOW PEOPLE CONTINUE TO LIVE AND BREATHE THROUGH OUR NATURAL WORLD, GIVING US STRENGTH AND EMPOWERMENT.



J. Hopercroft

WWW.DHIIYAANART.COM



Our Vision for Reconciliation

Our vision for reconciliation is to achieve justice and equity for all Australians. Our organisation has cemented its formal commitment to reconciliation, by strengthening our relationships with Aboriginal and Torres Strait Islander peoples and respecting the world's longest enduring cultures.

Our Innovate Reconciliation Action Plan is another way for Carrie's Place to affirm our key drivers of diversity, inclusion and respect. As an organisation we respectfully acknowledge Aboriginal and Torres Strait Islander communities, past and present, as the Traditional Owners and Custodians of the land on which we live and work. We recognise, respect and celebrate the cultural strength, knowledge and richness of Aboriginal and Torres Strait Islander peoples.

We aim to enhance our strong relationships with Aboriginal and Torres Strait Islander communities by embracing the values enshrined within our Innovate RAP. We engage with Aboriginal and Torres Strait Islander communities through guided consultation with respect and cultural humility.

We encourage autonomy and respect cultural protocols, choices and decisions of Aboriginal and Torres Strait Islander peoples and value the importance of walking alongside our people, whilst supporting them on their healing journeys.

Images: Carrie's Place Bulga Cultural Day



Statement from CEO of Reconciliation Australia

Reconciliation Australia commends Carrie's Place Domestic Violence and Homelessness Service on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future. Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Carrie's Place Domestic Violence and Homelessness Service to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Carrie's Place Domestic Violence and Homelessness Service will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Carrie's Place Domestic Violence and Homelessness Service is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Carrie's Place Domestic Violence and Homelessness Service's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes. Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Carrie's Place Domestic Violence and Homelessness Service on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Statement from our CEO

At Carrie's Place, we have been dedicated to supporting individuals and communities across the Hunter Region since 1979, working to address domestic violence and homelessness with compassion and commitment.

As we launch our Innovate Reconciliation Action Plan (RAP), I am proud to reaffirm our organisation's dedication to reconciliation, equity, and cultural respect. Good governance is at the heart of our RAP. We have established a strong framework to ensure our commitments are upheld, with a dedicated RAP Working Group that includes Aboriginal and Torres Strait Islander representation.

Through regular meetings, leadership engagement, and clear accountability measures, we are embedding reconciliation into everything we do.

Our Innovate RAP is more than a document—it is a genuine commitment to building meaningful relationships, fostering respect, and creating opportunities for Aboriginal and Torres Strait Islander peoples.

Carrie's Place recognise the importance of cultural connectedness, and we are committed to ensuring that our services are safe, inclusive, and responsive to the needs of



First Nations communities. This includes enhancing cultural awareness within our team and strengthening partnerships with local Aboriginal organisations.

Reconciliation is an ongoing journey—one that requires action, reflection, and continuous improvement. By working together with our workforce, clients, and community partners, we can create lasting change and contribute to a future where respect, justice, and equity are a reality for all Australians.

I look forward to seeing the positive impact of our Innovate RAP and will ensure that the team at Carrie's Place play a role in bringing it to life.

Jayne Clowes

Jayne Clowes
Chief Executive Officer
Carrie's Place



Our Business

Carrie's Place provides a range of culturally appropriate programs for people experiencing domestic and family violence, and/or homelessness.

Our service provides information and referral services, accommodation, case management, court advocacy and support across 8 local courts.

Carrie's Place has been providing services in the Maitland and Hunter area since 1979 and are truly a community-owned organisation. We believe that everyone has the right to feel safe all the time.

Our mission is to increase the number of families in the Maitland, Cessnock, Upper Hunter, and Port Stephens regions, to be safe and live free from abuse. We aim to empower and support vulnerable people who have experienced domestic violence and homelessness by providing person centred programs which are trauma informed. We provide holistic services to build capacity, inclusion, and resilience. Carrie's Place currently employs 53 employees within Australia, seven of whom identify as Aboriginal and/or Torres Strait Islander people. Carrie's Place currently services regional NSW which includes the lands of the Wonnarua, Worimi and Awabakal Nations.

Carrie's Place has several office locations, with East Maitland as our head office, as well as outreach spaces in Dungog, Muswellbrook, and Cessnock.

Image: Carrie's Place Wellbeing Area

Our Reconciliation Action Plan

Our Reconciliation Action Plan (RAP) journey has been a continuous learning experience, not without challenges. Our organisation has experienced expansion within our past RAP timeframe along with a change of staffing, leaving new staff to take on the roles of previous RAP members.

Due to collaboration and embracement of the RAP, despite reduced Aboriginal and Torres Strait Islander staffing numbers, the RAP was able to be successfully implemented and supported. Enhanced education about our RAP has led to an increase of Ally's within the RAP Working Group, leading to increased communication across our organisation.

Overall, Carries Place learned that consistency within the organisation, regardless of staff turnover, helps to keep the RAP at the forefront of all staff's minds.

Elevating our organisation to an Innovate RAP will assist us to contribute to the national reconciliation movement by enhancing the strong relationships, respect, and opportunities within our organisation and within the community. Our Innovate RAP will show our continued commitment to providing a safe and culturally appropriate response to Aboriginal and Torres Strait Islander peoples who need to access our service.

Our Innovate RAP will enhance our established frameworks that currently guides our organisation towards a culturally safe response to clientele and the community. We aim to do this through continued engagement and collaboration with our community partnerships which target inequality, injustice and the need for reconciliation.

Bec Bell, Hunter Valley SAM Coordinator within our Women's Domestic Violence Court Advocacy Service (WDVCAS) team, has been identified as our RAP Champion to drive engagement and awareness of the RAP internally.

Bec Bell has previous experience creating and implementing several RAP's and will work closely with our Senior Leadership Team.

Our RAP Working Group currently has 14 members.

Our RAP Working Group



Steffanie Lockwood
Reconciliation Action
Plan Chair



Natalie Crofts
Reconciliation Action Plan
Vice Chair



Bec Bell
Reconciliation Action
Plan Secretary and
Champion



Jayne Clowes
Carrie’s Place CEO



Dakota Reed-Lorrie



Melanie Walshe



Candice Edwards



Liv Anderson






Mandy Gilbert



Nicole Carter



Rebekah Sadlier

-  Holly Wilson
-  Pauline Coxon
-  Sparrow Katekar

Our Terms of Reference developed during our Reflect RAP will be strengthened during our Innovate RAP to ensure responsibility and accountability measures are precise.

The RAP Working Group will continue to bring attention to the RAP at our broader team meetings, to ensure the whole organisation is included and can contribute. The Executive Management Team has approved our RAP along with the deliverables and actions required.

We will achieve our RAP deliverables by encouraging participation and engagement through robust discussions within the Carrie's Place team. Implementing and reviewing throughout the RAP's cycle is scheduled to ensure actions are being completed within the assigned timeframes.

Our RAP Working Group currently consists of fourteen members which includes an Aboriginal Focus Worker and six other Aboriginal staff members from three separate teams within the organisation.

Carrie's Place continues to prioritise all the relevant community events and staff training and has implemented regular cultural awareness training for all staff, including a minimum of one member of the Governance Committee.

Carrie's Place has made many significant changes in support of Aboriginal and Torres Strait Islander cultures.

Staff identified that they would like to have a culturally inclusive work uniform, this led to Carrie's place partnering with a local Aboriginal artist, Jess Hopcroft from Dhilyaan Arts. Dhilyaan Art worked in partnership with Carrie's Place to develop a purple artwork. Purple was picked as this represents domestic violence awareness.

The story of the artwork represents Carrie's Place and their unwavering support of community. The symbols chosen represent gathering to uplift and empower the most vulnerable among us. It visualises everyone working together to create a safe space. Using Carrie's Place core colours, the artwork conveys the message of strength and connection whilst reflecting the essence and identity of community.

The work uniform is worn by all staff members when they attend all community events along with in the office. Staff feel proud in wearing the culturally designed shirts when representing the organisation. This artwork is now part of the Carrie's Place branding.

Collaborating with Dhilyaan Art then led to her creating specific artworks for each of Carrie's Place's meeting rooms. Each artwork has a unique story which assists our clients to feel connected to culture whenever they are in the office. We extended this by naming our client rooms from Wonnarua language Room 1 is Kayu (Powerful, Able, Mighty and Strong), Room 2 is Kunarr (Family) and Room 3 is Kama (Protect).

Carrie's Place has also introduced cultural peer supervision, previously this was identified by our Aboriginal staff that they would like the opportunity to have supervision with a culturally appropriate person, so they can be understood on a cultural level. Staff have had a positive response to the option of having cultural supervision.

In 2023, Carrie's Place successfully secured NAIDOC Week grant funding to assist the organisation to fund a cultural day; an opportunity for participation and inclusion whilst building on cultural awareness as a team.

For the day, Carrie's Place partnered with Aboriginal community members and Aboriginal-owned businesses to facilitate a wide range of activities. The Organisation had such great feedback from the staff and community who attended the event it will be repeated in future years. This day has allowed Carrie's Place the opportunity to learn and grow with Indigenous procurement.

Carrie's Place has recently embraced the importance of allowing staff to choose to identify in a greater capacity if they wish. This has led to the implementation of personal email signatures, allowing staff to represent their mob and land in their signatures.

One of the biggest changes made to the workplace is the opportunity to work on January 26 and have the public holiday substituted for Harmony Day. This is a way of acknowledging the intergenerational trauma Aboriginal and/or Torres Strait Islander people and communities have experienced and being in support of making important changes to enable us to move forward together.

Carrie's Place continues to strive towards ongoing cultural learning and positive change throughout the day-to-day functions of the organisation.



Images: NAIDOC Week 2024

Wellbeing Sista's Group

In 2024, Carries Place entered an MOU with Kiray Putjung Aboriginal Corporation to support their commitment to Aboriginal and/or Torres Strait Islander women facing challenges including Domestic/Family Violence, Mental Health, Homelessness and isolation.

Our Aboriginal Focus Worker, in collaboration with the Chair of Kiray Putjung Aboriginal Corporation, provides a weekly support service to the Wellbeing Sista's Group, formally known as Wellbeing Warriors.

The groupwork program fosters community engagement, supports participants to reconnect with their cultural identity and empowers them to access culturally safe mental health community supports.

Programs such as these are vital for recovery and healing after domestic violence and other trauma events. For diverse groups, reconnecting with cultural identity also significantly impacts mental health including security, self-esteem, and social support.

Image: Wellbeing Sista's Group – Term 2



Community Hub & Wellbeing Area

A community hub and wellbeing area has been developed with Aboriginal artworks proudly displayed in all areas.

These artworks were designed in collaboration with artist, Jess Hopcroft from Dhiyaan Art with the aim of creating an atmosphere of safety, wellbeing and cultural inclusivity.

The community hub has been a work in progress for the past two years and offers clients a more welcoming and confidential space when they visit the service. This area was designed from a trauma informed perspective. The team at Carrie's Place have also benefited from a new wellbeing area.

CEO Jayne Clowes is exceptionally proud of the space Carrie's Place has created for clients, visitors and staff.

Image: Carrie's Place CEO Jayne Clowes (right) with Jess Hopcroft from Dhiyaan Art (left) who created the artworks for the new spaces.
Picture by Laura Rumbel





Relationships

Carries Place prides itself on the strong relationships built with Aboriginal and Torres Strait Islander people. Our organisation asks clients if they would like to be linked with an Aboriginal and/or Torres Strait Islander staff member and facilitates this.

Our organisation collaborates and/or partners with several local Aboriginal organisations to ensure cultural needs are met, for example our Wellbeing Sista's Group which is a partnership with Kiray Putjung Aboriginal Corporation. Carries Place maintains a strong connection with external stakeholders and encourages staff to attend events celebrating and acknowledging cultural connection.



Focus area:

Relationships aligns to strengthening 'community and partner engagement' under Carries Place Strategic Plan.

Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	October 2025 October 2026	Lead: Aboriginal Focus Worker Support: RAP Working Group
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	November 2025	Lead: Aboriginal Focus Worker Support: RAP Working Group
	Deliver Triple P Program (Positive Parenting Program) in partnership with external Aboriginal-controlled providers.	Offered Twice Per Year	Lead: Group Work Coordinator Support: Aboriginal Workers trained in Triple P
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025 May 2026	Lead: Chair RAP Working Group Support: Event Coordinator & RAP Working Group
	RAP Working Group members to participate in an external NRW event	May 2025 May 2026	Lead: Chair RAP Working Group Support: RAP Working Group
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2025 May 2026	Lead: CEO Support: RAP Champion
	Organise at least one NRW event each year.	May 2025 May 2026	Lead: Chair RAP Working Group Support: RAP Working Group and Events Coordinator
	Register all our NRW events on Reconciliation Australia's NRW website .	May 2025 May 2026	Lead: Chair RAP Working Group Support: RAP Working Group
	Incorporate NRW awareness and history into all Carries Place group activities.	NRW 2025 NRW 2026	Lead: Group Coordinator Support: RAP Working Group

Action	Deliverable	Timeline	Responsibility
Promote reconciliation through our sphere of influence	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	November 2025	Lead: CEO Support: RAP Working Group
	Communicate our commitment to reconciliation publicly.	May 2025 May 2026	Lead: Events Coordinator Support: RAP Working Group
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	November 2025	Lead: CEO Support: Leadership Team/RAP Working Group
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	July 2025 July 2026 December 2025 December 2026	Lead: Aboriginal Focus Workers Support: RAP Working Group
	Supporting Aboriginal and Torres Strait Islander staff by ensuring all staff, including non- Indigenous staff, can work on the January 26 and replace their public holiday entitlement to Harmony Day.	26 January 2026 26 January 2027	Lead: CEO Support: Leadership Team
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our stakeholders.	May 2025 May 2026	Lead: Chair RAP Working Group Support: RAP Working Group
Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	July 2025 July 2026	Lead: HR Specialist Support: Leadership Team
	Review, implement, and communicate our anti-discrimination policy for our organisation.	September 2025 September 2026	Lead: HR Specialist Support: Leadership Team
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	March 2025, 2026 June 2025, 2026 September 2025, 2026 December 2025, 2026	Lead: HR Specialist Support: RAP Working Group
	Educate senior leaders on the effects of racism.	July 2025 July 2026	Lead: RAP Champion Support: CEO



Respect

Carries Place values the cultures, histories, knowledge and rights of all Aboriginal and Torres Strait Islander staff, families and communities. We have created a valuable RAP Working Group that has both Aboriginal and Torres Strait Islander Staff along with non-Indigenous staff who are all committed to respecting, sharing, and teaching other staff about cultural values and histories.

Our RAP Working Group delivers training, education, and access to information about Aboriginal and Torres Strait Islander cultures. This education assists all staff to engage with Aboriginal and Torres Strait Islander clients and community in a culturally safe way.

Our RAP Working Group leads our organisation around specific cultural events such as National Reconciliation Week, NAIDOC Week and other culturally significant events and celebrations throughout the year.

Our RAP Working Group is also looking into the provision of 'Acknowledgement of Country' and determining when this is required within the organisational meetings. This determination will be made with external Aboriginal and Torres Strait Islander supports and community stakeholders.



Focus area:

Respect aligns to 'enhanced quality of service' under Carries Place Strategic Plan to ensure that the client is at the centre of everything that we do.

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.	July 2025, 2026 & 2027 December 2025, 2026 & 2027	Lead: CEO Support: RAP Champion and HR officer
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	July 2025	Lead: Aboriginal Focus Worker Support: CEO & RAP Working Group
	Develop, implement, and communicate a cultural learning strategy document for our staff.	July 2025	Lead: CEO Support: RAP Champion and RAP Working Group
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	November 2025 November 2026	Lead: CEO Support: Leadership team
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Request advice from external Aboriginal and Torres Strait Islander supports and community stakeholders regarding appropriate usage of 'Acknowledgement of Country' within our organisational meetings.	February 2026	Lead: Chair RAP Working Group Support: Aboriginal Focus Worker
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	November 2025 November 2026	Lead: Chair RAP Working Group Support: Aboriginal Focus Worker
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	July 2025	Lead: Aboriginal Focus Worker Support: CEO & RAP Working Group
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Ongoing NRW 2025 NRW 2026 NAIDOC 2025 NAIDOC 2026	Lead: Aboriginal Focus Worker Support: RAP Working Group

Action	Deliverable	Timeline	Responsibility
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	July 2025 July 2026 July 2027	Lead: Chair RAP Working Group Support: RAP Working Group
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	July 2025 July 2026	Lead: CEO & HR Specialist Support: Leadership Team
	Promote and encourage participation in external NAIDOC events to all staff.	July 2025 July 2026 July 2027	Lead: Chair RAP Working Group Support: Leadership Team
	Investigate opportunities to collaborate with Indigenous businesses, schools, and Land Councils within the Port Stephens, Cessnock, Maitland and Upper Hunter areas and ensure we adhere to cultural practice when engaging during NAIDOC Week.	July – Sep 2025. July – Sep 2026.	Lead: RAP Champion



Image: Carrie's Place Weaving Workshop



Opportunities

Carries Place respects and supports Aboriginal and Torres Strait Islander businesses and has a procurement policy that incorporates and encourages purchasing from these businesses.

Carries Place has established Identified positions for Aboriginal and/or Torres Strait Islander Staff as well as employing additional Aboriginal and/or Torres Strait Islander staff across all areas, ensuring our organisation reflects the community we serve. Our Aboriginal and/or Torres Strait Islander staff bring a diversity of perspectives and cultural wisdom that fosters an inclusive environment and cultural richness within Carries Place.

Carries Place values the development of Aboriginal and Torres Strait Islander staff and actively encourages engagement in further education and training.

Currently, our organisation provides Aboriginal and Torres Strait Islander staff with the opportunity to engage with each other via both Yarning Groups and Cultural Supervision. Our organisation is in the process of developing an emerging leadership program which will have specific supports embedded for Aboriginal and Torres Strait Islander staff.

Carries Place has also committed to the inclusion of an Identified Aboriginal and/or Torres Strait Islander position on its Governance Committee.



Focus area:

Opportunities aligns to 'providing effective succession planning that enables current staff to step up', with a focus on Aboriginal and/or Torres Strait Islander staff.

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	November 2025 November 2026	Lead: CEO and HR Officer Support: Aboriginal Focus Workers
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	August 2025	Lead: CEO Support: HR Officer and Yarn Group
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	November 2025	Lead: Chair RAP Working Group Support: Leadership Team and HR Officer
	Establish and maintain Mentoring/peer supervision for Aboriginal and Torres Strait Islander staff.	November 2025	Lead: CEO Support: Yarn Group and HR Officer
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	November 2025 November 2026	Lead: CEO Support: HR Officer
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	November 2025	Lead: CEO Support: Leadership Team and Aboriginal Focus Worker and HR Officer
	Establish and maintain Aboriginal and Torres Strait Islander Leadership & Professional Development plan	November 2025	Lead: CEO Support: HR Officer and RAP Working Group

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.	July 2025	Lead: CEO Support: RAP Working Group
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	July 2025	Lead: Events Coordinator Support: RAP Working Group
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	July 2025	Lead: Group Work Coordinator Support: Aboriginal Workers trained in Triple P
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	August 2025, 2026.	Lead: Aboriginal Focus Workers Support: RAP Working Group
	Establish and maintain relationships with Aboriginal and/or Torres Strait Islander businesses, Land Councils and cultural groups within the Port Stephens, Maitland, Cessnock, and Upper Hunter areas.	April 2025 April 2026 July 2025 July 2026 November 2025 November 2026	Lead: CEO Support: Leadership Team

Image: Wellbeing Sista's Jewellery Making Workshop





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.	November 2025 November 2026	Lead: Chair RAP Working Group Support: Leadership Team
	Review our Terms of Reference for the RWG.	July 2025 July 2026	Lead: Chair RAP Working Group Support: Leadership team
	Meet at least four times per year to drive and monitor RAP implementation.	July 2025 November 2025 January 2026 April 2026 July 2026 November 2026	Lead: Chair RAP Working Group Support: RAP working group
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	November 2025 November 2026	Lead: RAP Secretary Support: CEO
	Engage our senior leaders and other staff in the delivery of RAP commitments.	November 2025 November 2026	Lead: Chair RAP Working Group Support: CEO
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	March 2025, 2026 & 2027 June 2025, 2026 & 2027 September 2025, 2026 & 2027 December 2025, 2026 & 2027	Lead: RAP Champion & Chair RAP Working Group Support: Admin
	Maintain an internal RAP Champion with support from Senior Management	Ongoing Review November 2025	Lead: Aboriginal Focus Worker Support: CEO & Leadership Team

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 2025 June 2026	Lead: CEO Support: RAP Working Group
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	August 2025 August 2026	Lead: Events Coordinator Support: RAP Working Group
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2025 September 2026	Lead: Group Work Coordinator Support: Aboriginal Workers trained in Triple P
	Report RAP progress to all staff and senior leaders quarterly.	March 2025, 2026 & 2027 June 2025, 2026 & 2027 September 2025, 2026 & 2027 December 2025, 2026 & 2027	Lead: Chair RAP Working Group Support: Vice Chair RAP Working Group
	Publicly report our RAP achievements, challenges and learnings, annually.	October 2025 October 2026	Lead: Chair RAP Working Group Support: Business Admin
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	February 2026	Lead: Chair RAP Working Group Support: CEO
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	November 2026	Lead: Chair RAP Working Group Support: CEO
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	June 2026	Lead: Chair RAP Working Group Support: CEO



Image: Wellbeing Sista's Jewellery Making Workshop



RAP Contact

Steffanie Lockwood

SHLV Senior Practitioner

Chair RAP Working Group

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carriesplace.org.au