

The background features a large, stylized sun-like shape on the left and right sides. The sun's face is a dark blue circle filled with a pattern of small, multi-colored dots (red, yellow, white, purple, green). The sun's rays are represented by thick, rounded, U-shaped lines in various colors (light blue, dark blue, red, brown, light blue).

INNOVATE RECONCILIATION ACTION PLAN

July 2021 - June 2023



RECONCILIATION
ACTION PLAN

INNOVATE



CARANICHE

Connections that better lives



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CARANICHE ACKNOWLEDGEMENT

Caraniche acknowledges the Kulin Nation – the Wurundjeri, Dja Dja Wrung, Taungurung, Wathaurung, and Boonerwrung people – who are the custodians of the land on which we are located and conduct our business. We pay our respects to ancestors and Elders, past, present, and emerging. We honour the strength, spirit, resilience, culture, history, wisdom, and creativity of all First Nations People, and acknowledge their strong spiritual connection to Country. Caraniche further acknowledges the devastating effects of colonisation and is committed to truth-telling and reconciliation.

Our Vision for Reconciliation

Caraniche acknowledges the past and continuing harms of colonisation on Aboriginal and Torres Strait Islander peoples, families and communities as well as their resilience in the face of their systemic disempowerment. Caraniche recognises Aboriginal and Torres Strait Islander peoples as the Traditional Owners of the land on which we work and live, and that sovereignty to that land was never ceded. We recognise the significant gaps in health, educational, financial and justice outcomes between Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander peoples and we commit to adding our voice to a collective call for equity and the empowerment of Aboriginal and Torres Strait Islander peoples. We commit to acting to close these gaps alongside our Aboriginal and Torres Strait Islander partners, and in support of our Aboriginal and Torres Strait Islander clients.

Caraniche's vision for reconciliation is one where we work side by side with Aboriginal and Torres Strait Islander peoples and agencies through collaboration and partnerships to support Aboriginal and Torres Strait Islander peoples in their healing. As a major provider of drug and alcohol counselling, offender and rehabilitation services, youth justice services, and workplace wellbeing services we know that there are tangible contributions that we can make in these spaces. The principle of self-determination will guide our decision-making. We will listen to Aboriginal and Torres Strait Islander peoples and remain self-reflective, openminded and willing to shift our perspectives and the way that we work to achieve better outcomes for Aboriginal and Torres Strait Islander peoples.

We will proactively cultivate respectful relationships between our organisation and Aboriginal and Torres Strait Islander agencies and work to become a valued service partner using our expertise to complement Aboriginal and Torres Strait Islander agencies and services. We will encourage all our staff to develop true connections with Aboriginal and Torres Strait Islander people based on mutual respect and openness. We will ensure that our workplace supports our staff to develop a deeper understanding of Aboriginal and Torres Strait Islander histories and cultures.

This Reconciliation Action Plan is a formal commitment to Aboriginal and Torres Strait Islander peoples, our partners, clients, staff, and friends. We will aim for genuine reconciliation, grounded in self-determination and a desire to work alongside Aboriginal and Torres Strait Islander peoples, listening to and learning from them, and using our skills and resources to help achieve healing and reconciliation.



Message from our Managing Director

“This Reconciliation Action Plan represents Caraniche’s formal commitment to reconciliation with Aboriginal and Torres Strait Islander peoples. It documents the actions we will take to improve the cultural safety of our organisation by deepening our awareness, understanding, and respect for Aboriginal cultures, communities and peoples and further develop our relationships and partnerships with Aboriginal and Torres Strait Islander organisations.

This Reconciliation Action Plan documents the actions we will take in order to play our part in progressing reconciliation and justice for Aboriginal and Torres Strait Islander peoples and has been developed through extensive consultation with our staff and with the support and advice of our Aboriginal and Torres Strait Islander partners and colleagues.

I thank the Caraniche team who developed the plan and whose passionate commitment to reconciliation spread throughout the organisation as they consulted and educated their colleagues. I thank the Caraniche Aboriginal Reference Group for their leadership and the members of our External Aboriginal Advisory Committee who have wisely guided our journey so far. Most importantly, I thank Ron Briggs who through his role as a Cultural Advisor has shone a light, asked the questions and challenged us to do better.”

Jacinta Pollard
Managing Director



Message from the Chair of the Board

The Board and Staff of Caraniche are committed to their journey towards reconciliation with Australia's First Nations people. This Reconciliation Action Plan represents an important development in Caraniche's way of working alongside Aboriginal and Torres Strait Islander peoples to reduce disadvantage and enhance wellbeing.

Caraniche understands the traumatizing and devastating impacts of colonization. Through listening and learning from First Nations peoples, Caraniche will enhance their ability to work alongside Aboriginal and Torres Strait Islander clients and communities; always seeking to contribute to the empowerment of First Nations' peoples.

For over 25 years Caraniche have provided support to Aboriginal and Torres Strait Islander clients through their work in prisons, youth justice and community settings. In recent years the Managing Director and Senior Leadership Team identified the wellbeing of Aboriginal and Torres Strait Islander clients as a key strategic priority for Caraniche.

During this time Caraniche have taken many steps towards this goal including building strong partnerships with First Nations agencies, establishing an Aboriginal Reference Group and External Aboriginal Committee, engaging a Senior Aboriginal Cultural Consultant and developing clinical guidelines for all staff to work safely and effectively with Aboriginal and Torres Strait Islander clients and communities.

The Caraniche Board is excited to see this next step toward reconciliation. The Board would like to acknowledge all who have contributed to the development of the Innovate Reconciliation Action Plan. Through the commitment of all of Caraniche's Board and staff, we look forward to seeing the RAP's positive impact on our work with Aboriginal and Torres Strait Islander clients and communities over the coming years.

Richard Cawsey
Board Chair



Our Business

Caraniche is a specialist provider of mental health, drug and alcohol and psychological services to a wide range of clients and customers throughout Victoria. For over 25 years, we have been proud to work with some of the most marginalised people in our society, helping them to get their lives back on track, achieve their potential and improve their mental health and wellbeing. At the heart of everything we do is building connections to improve our clients' lives.

Core Business

Caraniche is the state-wide provider of Alcohol and other Drugs (AOD) programs in Victoria's public prisons and of rehabilitation services to Youth Justice under contract to Department of Justice and Community Safety. Caraniche is also one of the largest providers of voluntary and forensic alcohol and drug treatment in the community through the Department of Health and Human Services. Our forensic training team provides specialist training to enhance the capacity of Victorian workforces to work effectively with forensic clients.

In addition to our work in the justice and AOD sectors, Caraniche-at-Work (CaW) provides high quality workplace wellbeing services including general EAP support, critical incident response, mediation, manager support, leadership training, workforce and policy development strategies to over 100 Victorian organisations. CaW has particular expertise in delivering to health and emergency services agencies whose workforces are exposed to vicarious trauma due to the environments they work in.

To further extend our reach to vulnerable cohorts, Caraniche is proud to provide pro-bono services to community partners including Worowa Aboriginal College, the Melbourne Indigenous Transition School and STREAT social enterprises.

Locations

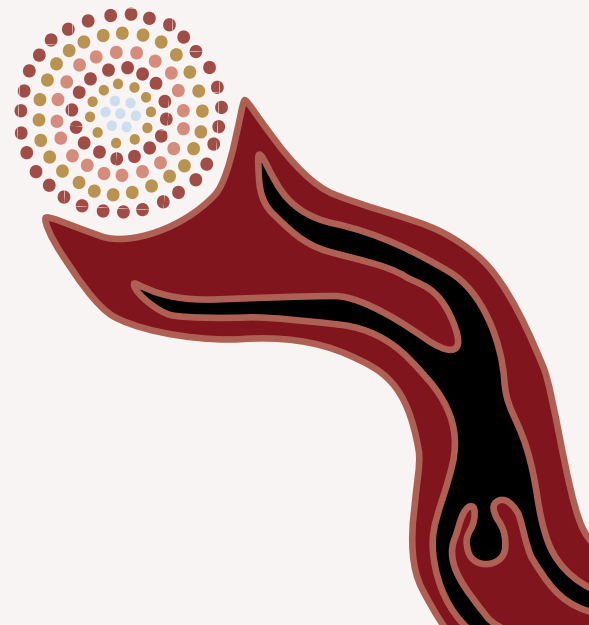
The Caraniche head office is based in Abbotsford with additional offices in Epping, Dandenong, Footscray and Ringwood. We have staff located in all 13 Victorian public prisons and the two youth justice facilities at Parkville and Malmsbury. Caraniche-at-Work has many additional locations including Melbourne CBD, Ballarat, Box Hill, Belmont (Geelong), Croydon, Dandenong, Epping, Footscray, Frankston, Healesville, and St Albans. Caraniche at Work also has a network of partners and contractors available to service Greater Melbourne areas and regional Victoria.

Employees

Caraniche employs over 200 staff including 140 clinical staff and program facilitators. Caraniche have not historically recorded cultural background as part of our recruitment process and so we are not currently able to report the number of staff who identify as Aboriginal and Torres Strait Islander or Torres Strait Islander. Uncle Ronald Briggs has been employed as the Senior Aboriginal Consultant with Caraniche for the past three years, providing invaluable cultural guidance to Caraniche management, staff and clients.

Sphere of Influence

Caraniche's sphere of influence is extensive, incorporating our work throughout the public prison and youth justice systems for the Victorian Department of Justice, our work in the community AOD sector for the Victorian Department of Health and Human Services, our work with over 100 private organisations, our pro-bono work for community organisations and our partnerships with other service providers, through to our delivery of services to over 18,000 clients every year. Caraniche is keen to utilise this influence to promote the cause of reconciliation and to enhance the wellbeing of Aboriginal and Torres Strait Islander individuals, families and communities.





Our RAP

Aboriginal and Torres Strait Islander peoples are significantly over-represented in the criminal justice system. The history of dispossession from their lands, and the impacts of intergenerational trauma have contributed to high rates of depression, substance abuse and suicide. As a consequence, Caraniche has supported Aboriginal and Torres Strait Islander clients particularly through our work in the justice system over many years. Whilst Caraniche believes that we have achieved positive outcomes for our clients it is acknowledged that we could do better as an organisation in providing a culturally-safe environment and in influencing positive change for Aboriginal and Torres Strait Islander clients and communities. As such, the promotion of Aboriginal and Torres Strait Islander cultural safety, healing and reconciliation has been identified by the Caraniche Board and Senior Leadership Team as a priority for the organisation.

Aboriginal Reference Group

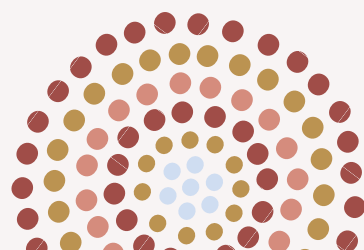
In 2017 Caraniche established its Aboriginal Reference Group (ARG) – a sub-committee of the Senior Leadership Team - to lead Aboriginal and Torres Strait Islander initiatives within the organisation. The ARG acted as the RAP Working Group to oversee and monitor the development and implementation of the RAP. The ARG was chaired by Uncle Ron Briggs, Caraniche's Senior Aboriginal Cultural Consultant, and consisted of senior representatives from each business area of Caraniche including the RAP Project Officer. We thank the following people for their contribution to the ARG and this RAP.

- Ron Briggs, Senior Aboriginal Cultural Consultant (Chair)
- Melissa Adam, Executive Assistant to the Managing Director (Secretary)
- Frank Borg, Director Clinical Practice
- Alana Johnston, Consultant Psychologist, Caraniche at Work
- Manager, Community Counselling
- Lucy Rochlin, Manager, Marketing and Communications
- Senior Psychologist, HiROADS
- Operations Support Supervisor
- Talent Acquisition Specialist
- Robin Jones, Senior Clinician, Youth Services
- Manager, Prison Operations
- Jess Schwarcbord, Program Design
- Russell Baker, RAP Project Officer

The ARG members also played a critical role in championing the RAP throughout the organisation, along with the Managing Director, Jacinta Pollard who is nominated as the official 'RAP Champion'. Caraniche has renamed the ARG the RAP working group (RAP WG) who will now drive the implementation of the RAP across Caraniche. The RAP WG continues to be chaired by Uncle Ron Briggs and has executive sponsorship and representation.

ARG External Advisory Committee

Our External Advisory Committee (EAC) is an independent committee and is chaired by Michael Graham, CEO of the Victorian Aboriginal Health Service and consists of three external Aboriginal Elders as well as four RAP WG members – these being the RAP WG Chair, the Director Strategy & Governance, Director Clinical Practice, Manager Internal Communication, and the RAP Project Officer. The EAC's purpose includes assisting Caraniche to develop a culturally-strong and meaningful RAP, to provide feedback and advice on the RAP development and implementation, and to promote Caraniche's work to the Aboriginal and Torres Strait Islander communities.



Development of the RAP

One of the first initiatives commenced by the ARG was planning the development of our Innovate Reconciliation Action Plan. A new position was created (The RAP Project Officer) to lead this development under the guidance of the Aboriginal Reference Group. The RAP vision statement was written after an extensive consultation process in which all staff across all Business Areas participated and identified what the RAP meant to them and what they considered priorities to include in our vision statement.

Our RAP Action Items were developed in consultation with all Business Area managers and senior staff to align with our Vision. Consideration was given to what was achievable in the first two years of the Innovate RAP to strengthen our likelihood of success in achieving these items and in recognition that further actions will be taken in our subsequent RAPs. The RAP documentation, including the Vision Statement has been reviewed and approved by the Senior Leadership Team, the External Advisory Committee and the Board.

Other Aboriginal and Torres Strait Islander Initiatives

For the past two years' Caraniche have been working on developing our Innovate RAP draft with a plan to commence implementation in 2021. During this time Caraniche have also implemented a number of initiatives to enhance our practice with Aboriginal and Torres Strait Islander clients. These include developing a Practice Resource for Caraniche Clinicians entitled Working with Aboriginal People and Communities to support culturally-safe practice; developing and implementing the Koorie AOD Program – a culturally-safe therapeutic treatment program for men in the adult prison system; and facilitating a whole-of-Caraniche cultural event to enhance cultural awareness within the organisation. This event - Mirring-lan Day – provided an opportunity for all Caraniche staff to hear from Aboriginal and Torres Strait Islander guest speakers and from our own staff to provide a positive intercultural exchange.

Transcendence

By John Thomas Winch



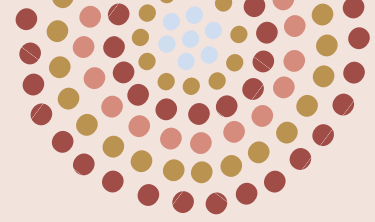
Artist's Statement By John Thomas Winch

The story to this painting is about Aboriginal healing and transcending the grip that dark spirits have on us. We are born with a clean spirit but during life's journey we collect bad spirits along the way. They enter us during our most vulnerable times when we experience emotions like hurt, fear, frustration and grief.

The U-shaped figures around the big circle in the middle represent all people from all different races, religions, genders and sexualities that are affected by substance abuse and dark emotions.

The four dotted circles in each corner of this painting represent the four main emotions that lead all people towards substance abuse. These emotions and substances open a void that sucks us in and darkens our spirits.

For many of us this leads to madness, death or prison however some of us arrive at the big circle in the middle – a place of healing. These places of healing give us the opportunity to cleanse our spirits and transcend these emotions. This is represented by the white spirits leaving the big circle in the middle.



Our Plan

Relationships

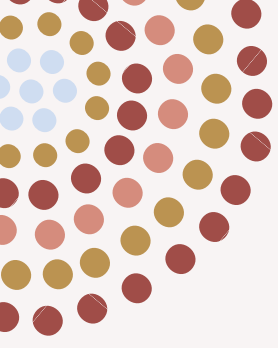
Underpinning all of the work that Caraniche does is a commitment to build connections to improve the lives of our clients. Relationships are key to building connection – whether the relationships are between therapist and client, Caraniche and customers or between Caraniche and our partner organisations. Building relationships involves trust, respect, communication, understanding and empathy. These factors are particularly important in building relationships between Caraniche and Aboriginal and Torres Strait Islander stakeholders. The history of Aboriginal and Torres Strait Islander dispossession has resulted in relationships often characterised by mistrust, misunderstanding and anger and the pathway to reconciliation requires Caraniche to be willing to listen and learn from Aboriginal and Torres Strait Islander people, to be open to change the way that we work, and to support the empowerment and self-determination of our Aboriginal and Torres Strait Islander clients and partners.

We recognise that for Aboriginal and Torres Strait Islander clients this means providing culturally-safe practices and establishing collaborative relationships with Aboriginal and Torres Strait Islander agencies and communities in order to provide pathways for clients to connect to culture and to services that can best meet their needs. Caraniche is committed to using the knowledge, expertise and resources that we have built up over many years to support Aboriginal and Torres Strait Islander leaders to achieve the outcomes they seek for their communities. We believe that the best way to do this is to forge partnerships with Aboriginal and Torres Strait Islander agencies and to be guided by them as to how we might best be able to provide this support.

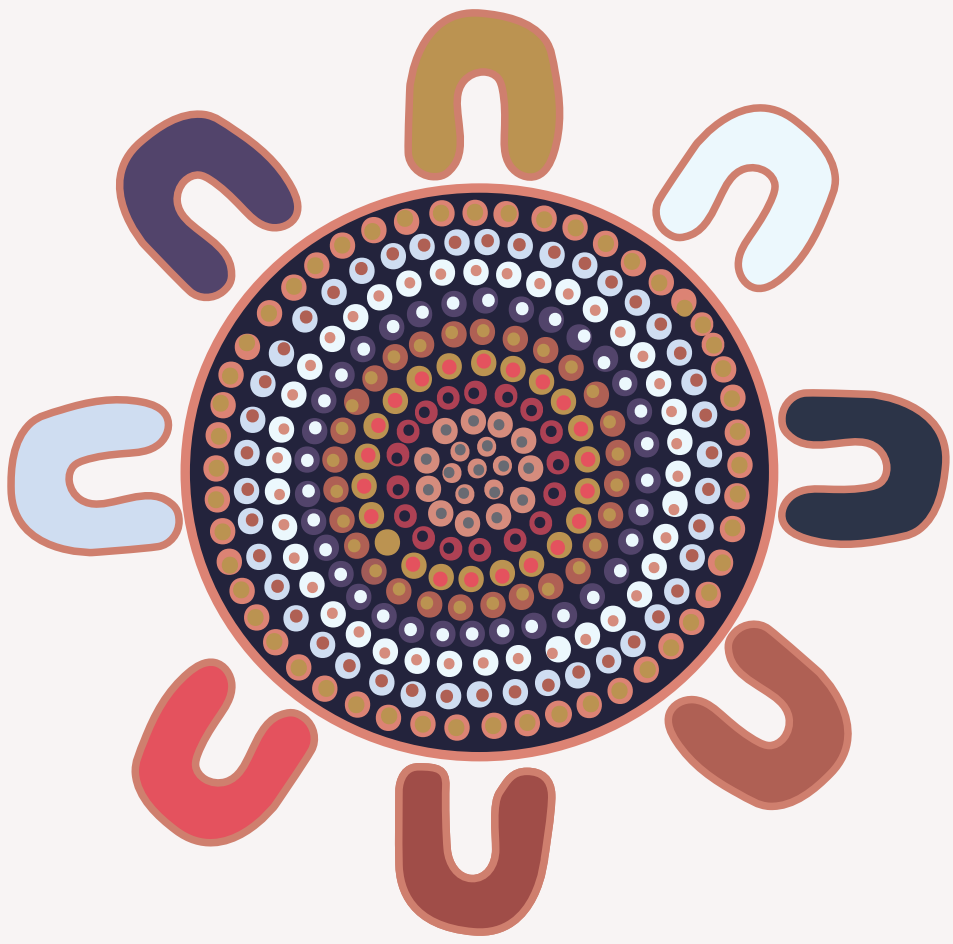
The RAP action items relating to strengthening relationships with Aboriginal and Torres Strait Islander peoples are shown in the table below:

| ACTION | CARANICHE DELIVERABLE | TIMELINE | RESPONSIBLE |
|---|--|----------|---|
| 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 in our sector to develop guiding principles for future engagement, with the aim to develop at least two MOUs with partnership agencies where appropriate. | Jun-22 | Director, Services /Director, Clinical Practice |
| | Develop a Caraniche-wide engagement plan to collaborate with Aboriginal and Torres Strait Islander stakeholders and organisations. | Dec-21 | Director, Strategy & Governance |

| ACTION | CARANICHE DELIVERABLE | TIMELINE | RESPONSIBLE |
|---|---|---------------------------------|---------------------------------|
| Build relationships through celebrating National Reconciliation Week (NRW). | Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff during National Reconciliation Week. | May-22 & May-23 | Internal Communications Manager |
| | Our Aboriginal Reference Group will participate annually in an external NRW event. | May-22 & May-23 | The ARG/RWG Chair |
| | Our Managing Director and Senior Leadership team will participate annually in an external NRW event. | May-22 & May-23 | Managing Director |
| | Encourage all staff to attend external NRW events in custody or community. | May-22 & May-23 | Managing Director |
| | Register all our NRW events on Reconciliation Australia's NRW website. | May-22 & May-23 | Director, Strategy & Governance |
| Host an annual NRW morning tea and educational learning session at Head Office with video conferencing available for staff at other locations to enable them to participate. Caraniche Board members will be invited to attend. | May-22 & May-23 | Internal Communications Manager | |

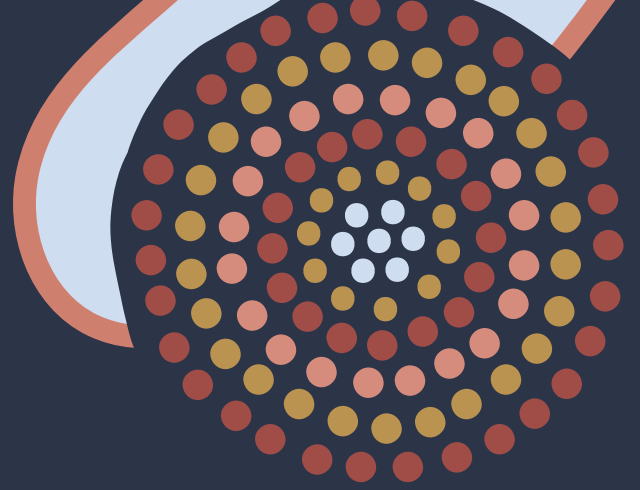


| ACTION | CARANICHE DELIVERABLE | TIMELINE | RESPONSIBLE |
|---|--|-----------------|---------------------------------|
| Promote reconciliation through our sphere of influence. | Develop a long-term strategy to ensure that our staff continue to engage in reconciliation. | Dec-21 | Director, Clinical Practice |
| | Publish our Reconciliation Action Plan on our website and promote it via social media. | Jul-21 | Internal Communications Manager |
| | The SLT, ARG and a representative of the Caraniche Board will participate in an annual combined workshop to identify opportunities to positively influence external stakeholders to drive reconciliation outcomes and will develop a set of relevant action items. | Dec-21 & Dec-22 | Director, Strategy & Governance |
| | Collaborate with RAP and other like-minded organisations to develop ways to promote and encourage reconciliation. | Jun-23 | Managing Director |



| ACTION | CARANICHE DELIVERABLE | TIMELINE | RESPONSIBLE |
|---|---|----------|--------------------------------|
| Promote positive race relations through anti-discrimination strategies. | Conduct a review of People & Capability policies and procedures to identify existing anti-discrimination provisions, and future needs. | Jun-23 | Director, P&C |
| | Consult with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to review our anti-discrimination policy | Jun-22 | Director, P&C |
| | Revise and implement an anti-discrimination policy for our organisation ensuring that the policy addresses the specific requirements of reconciliation and close the gap goals. | Dec-22 | Director, P&C |
| | Distribute the revised anti-discrimination policy to staff. | Dec-22 | Internal Communications Manage |
| | Provide our Managing Director, Board, and the Senior Leadership team with the opportunity to attend training or professional development on the effects of racism. | Jun-22 | The ARG/RWG Chair |





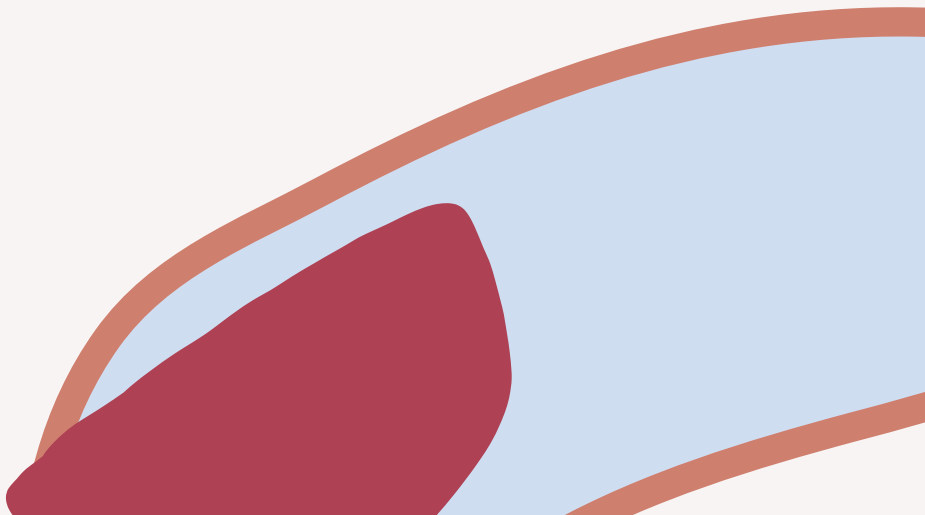
Respect

Caraniche acknowledges Aboriginal and Torres Strait Islander peoples as some of the longest surviving cultures on earth, demonstrating resilience, wisdom and experience from which we can all learn and benefit. It is only when we demonstrate due respect for, and celebration of, the experiences, cultures and knowledge of Aboriginal and Torres Strait Islander peoples, that we can be successful in our goals of improving health outcomes for all. Caraniche recognise that underpinning respectful relationships with Aboriginal and Torres Strait Islander stakeholders is a willingness to be humble, to listen and learn, to be guided by others, and to recognise both the histories of trauma and the great resilience, strength and wisdom of Aboriginal and Torres Strait Islander peoples.

In order to create a culturally-safe organisation for our Aboriginal and Torres Strait Islander clients and to establish trusting relationships with Aboriginal and Torres Strait Islander partners, Caraniche is committed to supporting all staff and managers to build their understanding of, and respect for, Aboriginal and Torres Strait Islander histories and cultures. Caraniche provides regular opportunities for staff to engage with and celebrate Aboriginal and Torres Strait Islander cultures and important Aboriginal and Torres Strait Islander events.

The RAP action items relating to building respect for Aboriginal and Torres Strait Islander peoples are shown in the table below:

| ACTION | CARANICHE DELIVERABLE | TIMELINE | RESPONSIBLE |
|--|---|----------------------------|--|
| <p>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</p> | <p>Conduct a review of cultural learning needs within our organisation.</p> | <p>Jun-23</p> | <p>The ARG/RWG Chair</p> |
| | <p>Develop a cultural learning strategy in consultation with local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors.</p> | <p>Dec-22</p> | <p>The ARG/RWG Chair</p> |
| | <p>Communicate our cultural learning strategy to our staff</p> | <p>Dec-22</p> | <p>Internal Communications Manager</p> |
| | <p>Implement a cultural learning strategy for our staff.</p> | <p>Jun-23</p> | <p>Director, P&C</p> |
| | <p>Provide our Senior Leadership Team, P&C Managers, Caraniche Board members and ARG members with the opportunity to participate in annual cultural training days as part of their professional development.</p> | <p>Jun-22 & Jun-23</p> | <p>The ARG/RWG Chair</p> |
| | <p>Distribute clinical guidelines to all teams across Caraniche on how to work with Aboriginal and Torres Strait Islander peoples and communities</p> | <p>Jul-21</p> | <p>The ARG/RWG Chair</p> |
| | <p>Hold a company-wide cultural immersion day for all staff, Caraniche Board Members and key external stakeholders</p> | <p>Sept-21</p> | <p>Internal Communications Manager</p> |
| | <p>Host 2 x lunchtime learning events per year where they will facilitate learning and discussion about Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights. All staff and the Caraniche Board members will be invited to attend.</p> | <p>Dec-21 & Dec-22</p> | <p>Internal Communications Manager</p> |



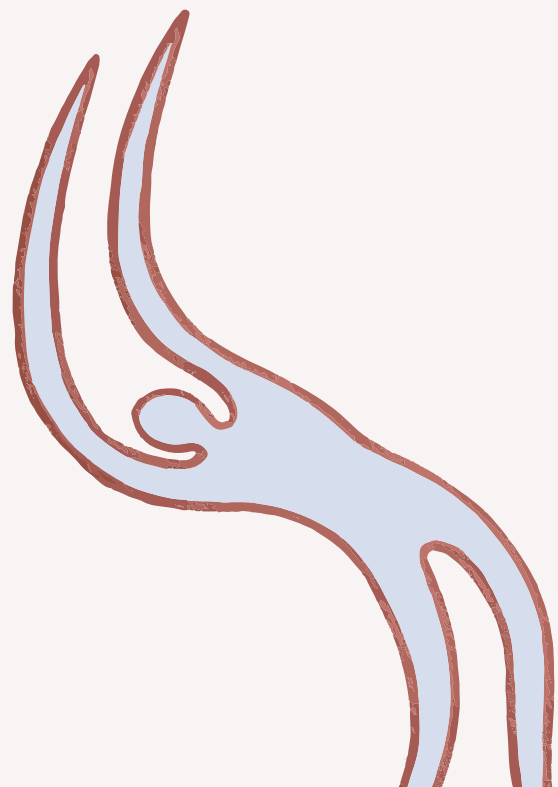


| ACTION | CARANICHE DELIVERABLE | TIMELINE | RESPONSIBLE |
|---|--|-----------------|--|
| Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols. | Update our formal induction process to include mandatory cultural safety training, which will include information about Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights and an understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. | Jun-22 | Director, P&C |
| | Revise and distribute our cultural protocols document, including protocols for Welcome to Country and Acknowledgement of Country and Clinical Guidelines to all staff and upload onto the staff intranet to ensure they are accessible to all staff. | Dec-22 | Internal Communications Manager The ARG/RWG Chair |
| | Invite a local Traditional Owner or Custodian to provide a Welcome to Country at our annual reviews. | Mar-22 & Mar-23 | Internal Communications Manager |
| | Implement an Acknowledgement of Country or other appropriate protocols at the commencement of all significant meetings | Dec-22 | Managing Director |





| ACTION | CARANICHE DELIVERABLE | TIMELINE | RESPONSIBLE |
|--|--|-----------------|---------------------------------|
| Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week. | Our ARG will participate in an external NAIDOC week event. Caraniche Board members will be invited to attend. | Jul-21 & Jul-22 | The ARG/RWG Chair |
| | Review and update our P&C policies and procedures to remove barriers to staff participating in NAIDOC Week. | Dec-21 | Director, P&C |
| | Promote external NAIDOC events including the NAIDOC march to all staff via newsletters, emails and the intranet and encourage all staff to participate | Jul-22 & Jul-23 | Internal Communications Manager |





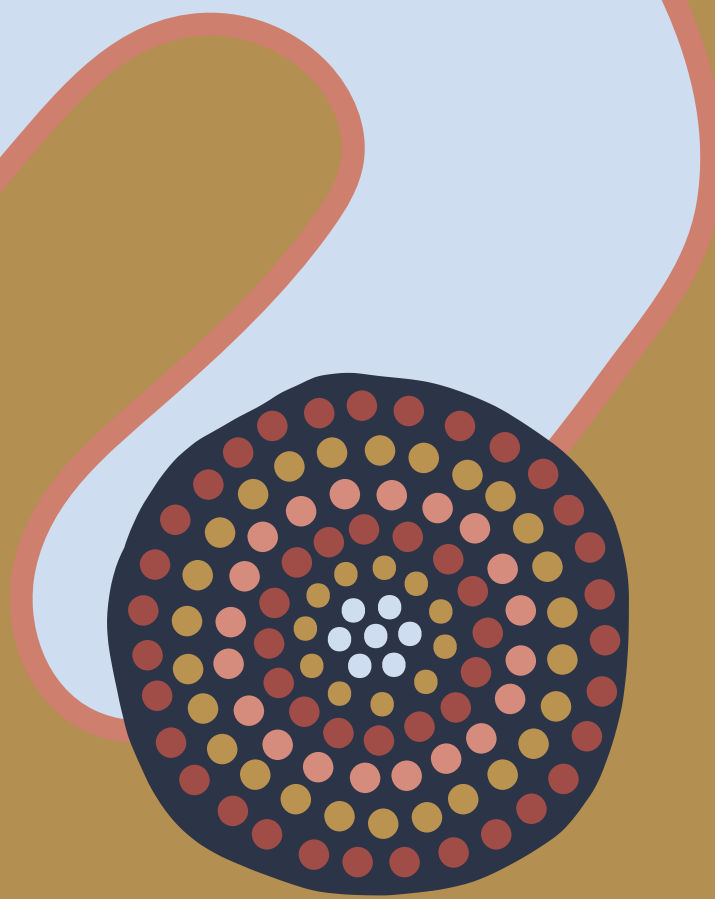
Opportunities

Caraniche acknowledges that Aboriginal and Torres Strait Islander peoples continue to experience significant disadvantage across a range of domains including education, employment, financial, health and wellbeing and access to services. In addition to supporting individual clients through our programs and services, Caraniche is committed to creating more opportunities to ensure greater equity for Aboriginal and Torres Strait Islander peoples. This includes providing more accessible pathways to culturally-safe and high quality treatment services whether within Caraniche or in Aboriginal and Torres Strait Islander organisations, providing employment and training opportunities for Aboriginal and Torres Strait Islander and Torres Strait Islander staff at Caraniche, building partnerships with Aboriginal and Torres Strait Islander-led organisations and procuring goods and services from Aboriginal and Torres Strait Islander businesses.

The RAP action items relating to opportunities for Aboriginal and Torres Strait Islander peoples are shown in the table below:

| ACTION | CARANICHE DELIVERABLE | TIMELINE | RESPONSIBLE |
|--|--|----------|---------------|
| Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development. | Conduct a review of our Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. | Jul-22 | Director, P&C |
| | Consult with Aboriginal and Torres Strait Islander staff, stakeholders and experts on our recruitment, retention and professional development strategy to attract and support Aboriginal and Torres Strait Islander staff. | Jul-22 | Director, P&C |
| | Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy | Jun 23 | Director, P&C |
| | Review P&C and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. | Jul-22 | Director, P&C |
| | Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. | Jun 23 | Director, P&C |
| | We will aim for 3% of our workforce to be Aboriginal or Torres Strait Islander employees | Jun-23 | Director, P&C |

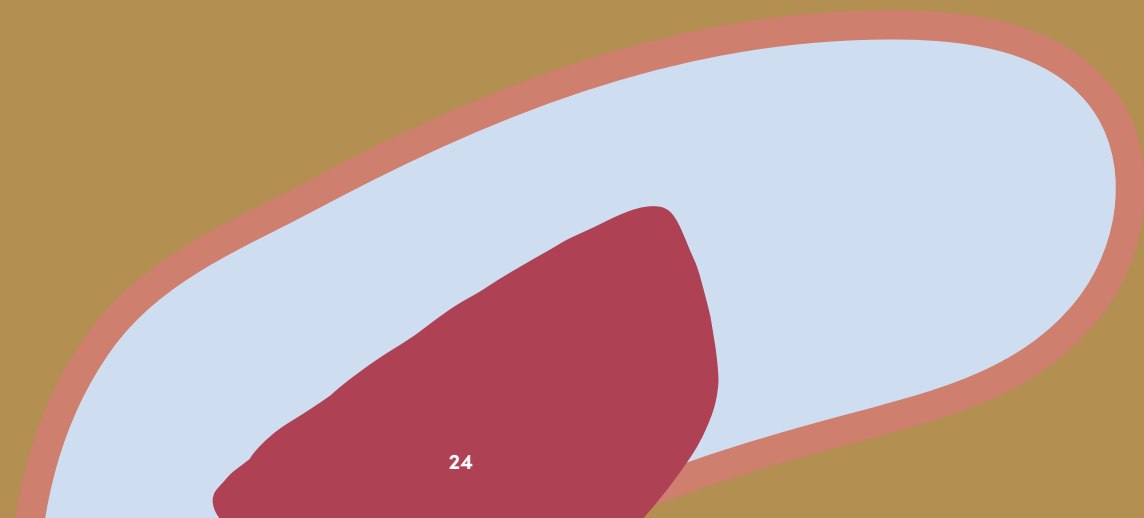
| ACTION | CARANICHE DELIVERABLE | TIMELINE | RESPONSIBLE |
|---|--|----------|--|
| Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes. | Develop and implement an Aboriginal and Torres Strait Islander procurement strategy. | Dec-21 | Director, Finance |
| | Investigate a Supply Nation membership. | Dec-21 | Director, Finance |
| | Develop opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. | Dec-21 | Director, Finance |
| | Develop and distribute a list of opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff to business unit managers and contract managers. | Dec-21 | Director, Finance Internal Communications Manager |
| | Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. | Dec-21 | Director, Finance |
| | Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. | Jun-23 | Director, Finance |



Governance

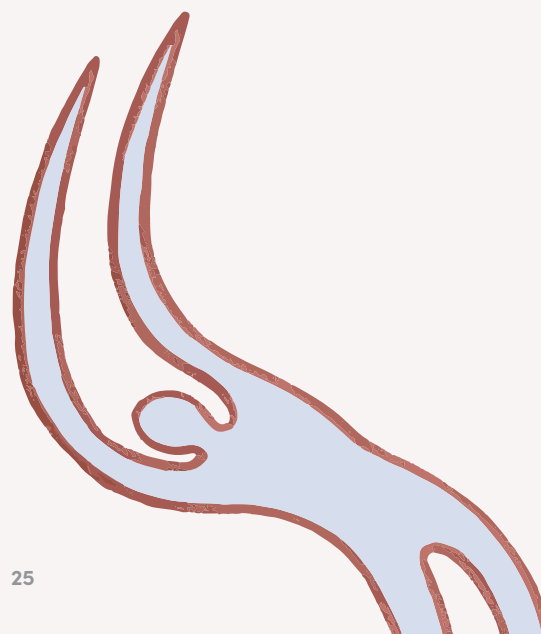
Caraniche's organisational structure supports robust governance of our RAP activities through the Board, Senior Leadership Team, Aboriginal Reference Group, Working Group and External Advisory Committee.

The RAP action items relating to governance are shown in the table below:



| ACTION | CARANICHE DELIVERABLE | TIMELINE | RESPONSIBLE |
|--|--|--|-------------------|
| Once the Aboriginal Reference Group (ARG) has finalised the development of the RAP, establish and maintain an effective RAP Working group (RWG) to govern the implementation of the RAP. | Ensure that there is Aboriginal or Torres Strait Islander representation on the RAP Working Group. | Jul-21 | The ARG/RWG Chair |
| | Undertake a review of the ARG/RWG Terms of Reference and update as required. | Jun-22 | The ARG/RWG Chair |
| | The RAP will meet every four weeks. The RAP will be a standing agenda item and the RAP WG will monitor and drive RAP implementation. | Sep - Dec-21 Jan - Dec-22 Jan - Jul-23 | The ARG/RWG Chair |

| ACTION | CARANICHE DELIVERABLE | TIMELINE | RESPONSIBLE |
|--|---|---|---------------------------------|
| Provide appropriate support for effective implementation of RAP commitments. | Allocate sufficient resources to successfully implement our RAP. | Jul-21 | Managing Director |
| | Review RAP progress on a quarterly basis via a RAP report to the Senior Leadership Team. | Oct-21 Jan, Apr, Jul, Oct-22 Jan, Apr, Jul-23 | Managing Director |
| | Design and implement a reporting framework to track, measure and report on RAP commitments. | Aug-21 | Director, Strategy & Governance |
| | Appoint our Managing Director to be our internal RAP Champion. | Jul-21 | Managing Director |



| ACTION | CARANICHE DELIVERABLE | TIMELINE | RESPONSIBLE |
|--|--|---|--------------------------------|
| Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. | Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. | 30-Sept Annually | The ARG/RWG Chair |
| | Distribute a quarterly 'RAP Review' to all staff. | Jan, Apr, Jul, Oct-22 Jan, Apr, Jul-23 | Internal Communications Manage |
| | Publish an annual RAP Report on our website and distribute it to staff. | Jun-22 & Jun-23 | Internal Communications Manage |
| | Prepare an annual RAP report | Jun-22 & Jun-23 | Internal Communications Manage |
| | Provide a link to our annual RAP report on our social media. | Jun-22 & Jun-23 | Internal Communications Manage |
| | Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. | May-22 | The ARG/RWG Chair |

| ACTION | CARANICHE DELIVERABLE | TIMELINE | RESPONSIBLE |
|---|---|----------|-------------------|
| Continue our reconciliation journey by developing our next RAP. | Register our next RAP with Reconciliation Australia | Dec-22 | Managing Director |



Contact details

For any enquiries about Caraniche's Innovate RAP please contact:

The RAP Working Group

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