



Innovate
Reconciliation Action Plan
December 2023 – November 2025



CARANICHE ACKNOWLEDGMENT

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.

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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-Indigenous 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, open-minded 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 Chief Executive Officer

This is our second Innovate Reconciliation Action Plan (RAP) and represents Caraniche's ongoing commitment to reconciliation with Aboriginal and Torres Strait Islander peoples.

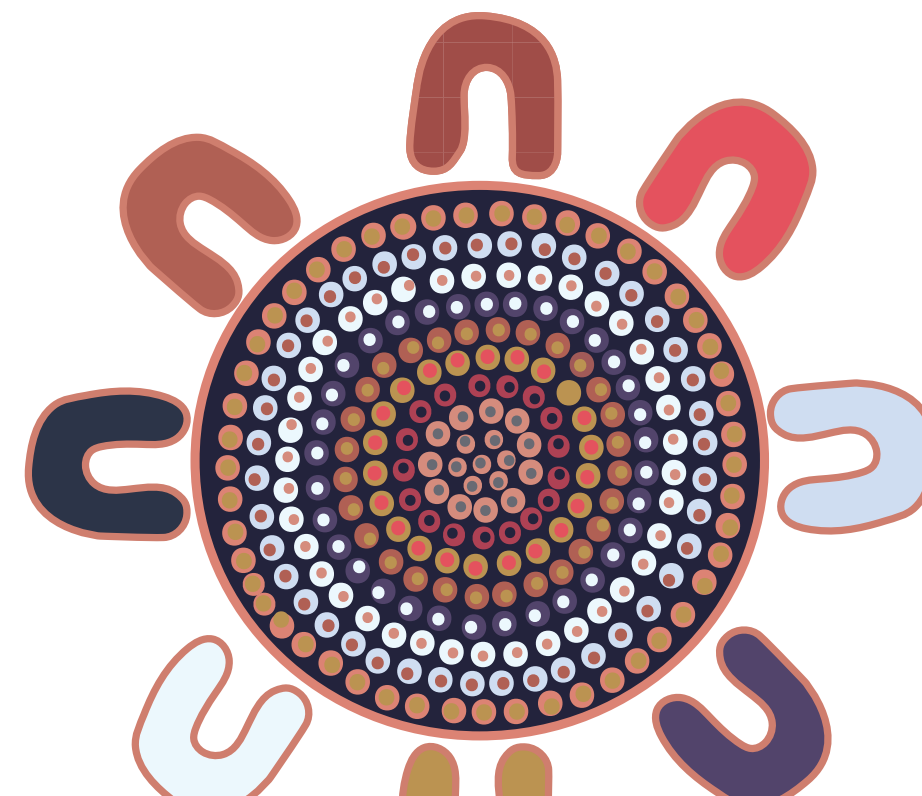
Our organisation has undergone significant change over the last two years which has required us to reflect on who we are and what is most important to us. In this reflection, it has become clear that reconciliation is vital to moving forward as a company and as a nation.

We have learnt, over the past two years, that concrete and tangible actions make a real difference. They make a difference to how we understand, how we engage, and what we do. More importantly, we have learnt that we are all the true beneficiaries of reconciliation. When we work towards understanding and cultural safety, we all benefit. When we listen to Aboriginal and Torres Strait Islander perspectives, properly understand history and open our hearts, we all benefit.

With this RAP, we continue our journey of understanding, build upon the changes already created and strive for more. We are now proudly part of the WISE Group, a not for profit organisation, and with national reach, new service offerings and new communities to understand, our RAP has become more important than ever.

I thank the RAP Working Group and our External Advisory Committee for their hard work, guidance and leadership as we continue our reconciliation journey.

Jacinta Pollard
CEO





Message from our Board Chair

As the newly appointed Chair of Caraniche, I am honoured to be able to support and continue the organisation’s vision for reconciliation. The Board and staff of Caraniche, and the broader WISE Group, are fully committed to reconciliation.

We recognise that the trauma of colonisation, dispossession, loss of culture and language and loss of connection echoes through First Nations people and is visible in the disadvantage, over incarceration, and poorer health, education and employment outcomes that we see every day in Caraniche and at WISE Employment. We also see the resilience, strength, humour and determination of Aboriginal and Torres Strait Islander people and the Aboriginal controlled agencies with whom we partner. We will continue to listen to and learn from First Nations people so that we can better work alongside them, always with the aim of Aboriginal self determination and empowerment.

This Reconciliation Action Plan documents the actions we will take individually and collectively to advance reconciliation at Caraniche.

Matthew Lambelle
Board Chair



Message from Karen Mundine, CEO of Reconciliation Australia

Reconciliation Australia commends Caraniche on the formal endorsement of its Innovate Reconciliation Action Plan (RAP).

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

With 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. Caraniche continues to be part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

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

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

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

These learnings extend to Caraniche using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

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

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

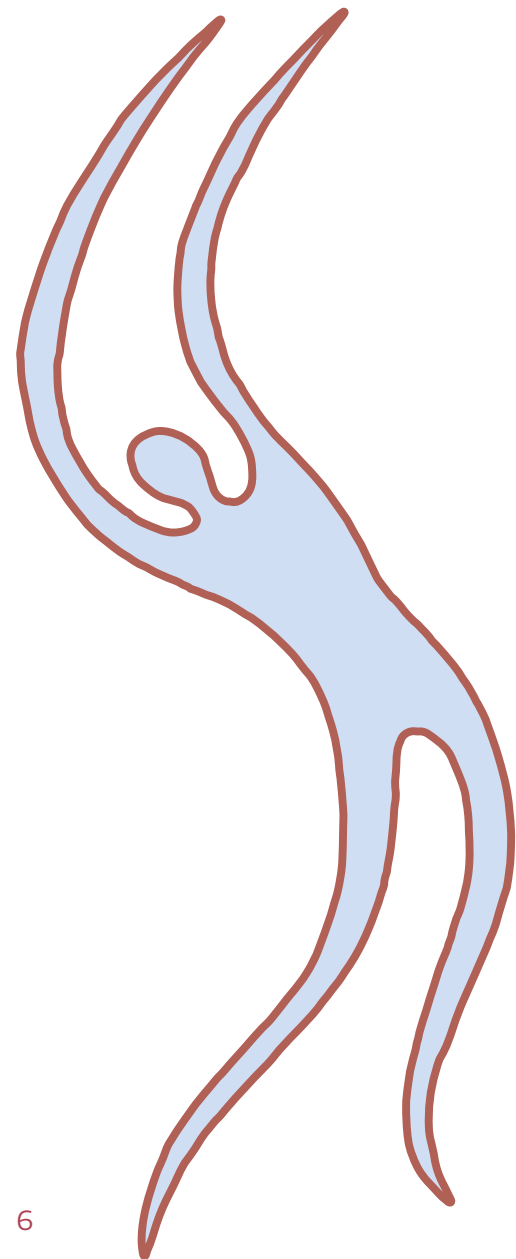
Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Caraniche’s future RAPs and reconciliation initiatives, providing meaningful impact toward Australia’s reconciliation journey.

Congratulations Caraniche on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our Business

Caraniche is a specialist provider of mental health, drug and alcohol treatment and psychological services to a wide range of clients and customers throughout Victoria. For over 30 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.



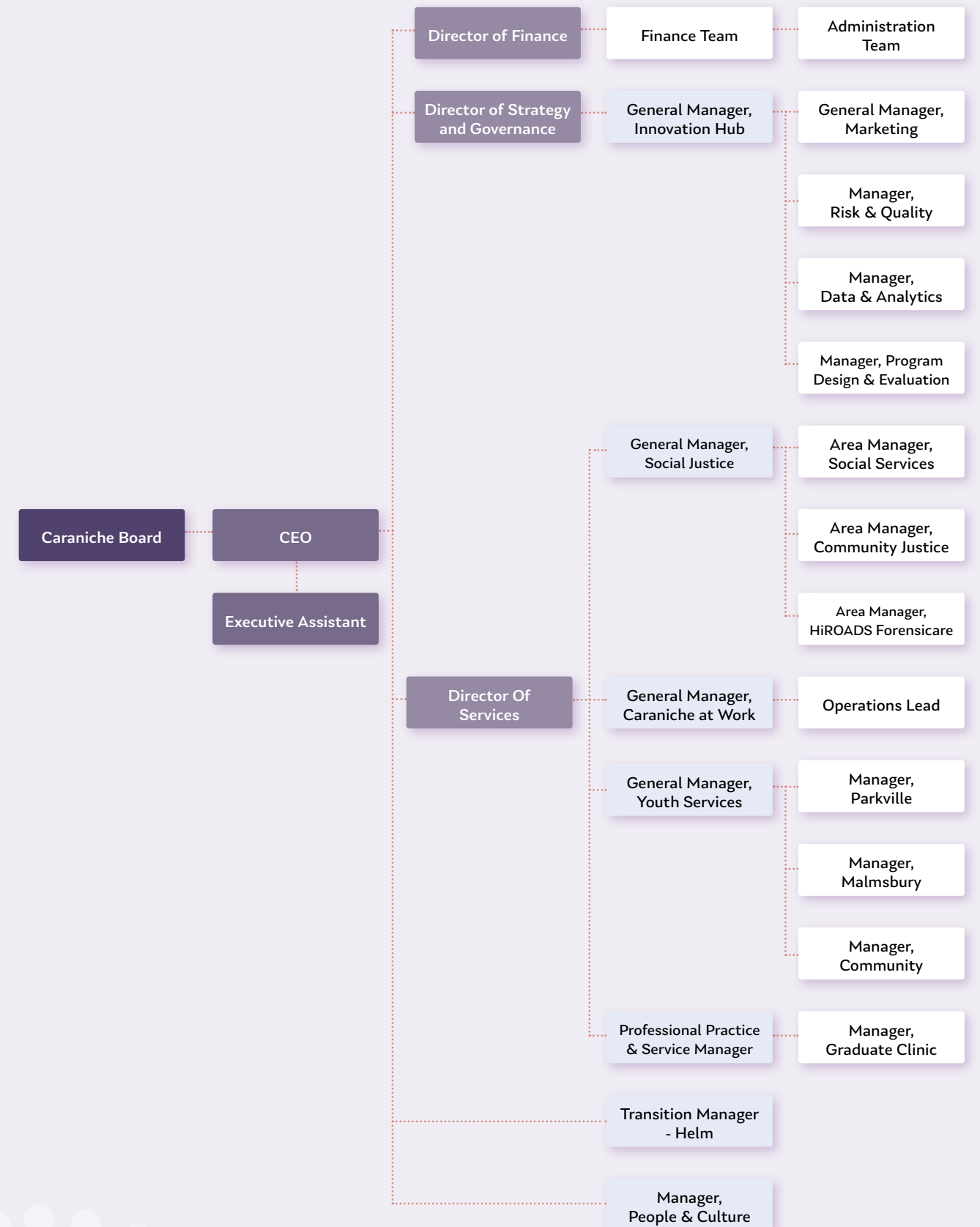
Core Business

Caraniche provides treatment to some of Victoria's most complex and at-risk people, providing counselling and care coordination to enable them to self-manage, make healthier decisions, and connect with their community. We have structured our clinical delivery across the following delivery divisions that focus on specific cohorts:

- Social Justice Services (SJS) – provides all our alcohol and other drug (AOD) treatment services in the community to both voluntary clients and offenders, including KickStart, HiROADS and general AOD counselling and recovery support to WISE clients. The team also delivers AOD treatment to men and women on Drug and Alcohol Treatment Orders across two regional specialist drug courts in Shepparton and Ballarat.
- Youth Services (YS) – delivers AOD and rehabilitation programs to young offenders.
- Helm – delivers counselling and behavioural health services to a general client cohort, specialising in addictions and other life difficulties.
- Caraniche at Work – provides Employee Assistance Programs, coaching and training services across a wide range of corporate, community and government organisations.

Organisational Structure

A wholly owned subsidiary company of Wise Employment, Caraniche is governed by a Board of Directors and is managed by a Senior Leadership Team. Caraniche consists of four service delivery units with the following support divisions: Strategy & Governance, People & Culture, and Finance. Our organisational structure is depicted on the following page:





Locations

The Caraniche head office is based in Abbotsford with additional offices in Epping, Dandenong, Footscray and Ringwood with regional hubs in Ballarat and Bendigo. We also have staff located in the youth justice facility at Parkville. Caraniche at Work has many additional locations including Melbourne CBD, Box Hill, Belmont (Geelong), Croydon, Dandenong, 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 130 staff including clinical staff and program facilitators. Caraniche has not historically recorded cultural background as part of our recruitment process and we are therefore not currently able to report the number of staff who identify as Aboriginal and/or Torres Strait Islander people. Caraniche endeavours to improve its employment processes to enable this information to be captured, when voluntarily provided. Uncle Ronald Briggs was previously employed as the Senior Aboriginal Consultant at Caraniche and remains actively engaged to chair our RAP Working Group, providing invaluable cultural guidance to Caraniche management, staff and clients.

Sphere of Influence

Caraniche's sphere of influence is extensive, incorporating our work in youth justice systems for the Victorian Department of Justice and Community Services, our work in the community AOD sector for the Victorian Department of Health and Human Services, our work with community sector agencies, our pro-bono work for community organisations and our partnerships with other service providers. Caraniche is keen to utilise this influence to promote 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, the suppression of culture and language, 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.

RAP Working 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 worked in consultation with the External Advisory Committee (EAC) to ensure the RAP featured meaningful cultural inclusions, addressed feedback and promoted Caraniche's efforts among Aboriginal and Torres Strait Islander communities. A final draft of the first RAP was submitted to Reconciliation Australia and conditionally endorsed on the 29th of July 2021.

As the policies, standards and initiatives of that RAP have been finalised, an administrative group is required to facilitate the implementation of the developed Action Plan. The Reconciliation Action Plan Working Group has been created to supersede the Aboriginal Reference Group as the entity that will carry forward the implementation of the RAP deliverables.

Caraniche has renamed the ARG to the RAP working group (RAP WG) which drives the implementation of the RAP across Caraniche. The RAP WG continues to be chaired by Uncle Ronald Briggs and has executive sponsorship and representation. Jacinta Pollard is the official RAP Champion at Caraniche and serves as Deputy Chair of the RAP WG.

The RAP WG consists of the following personnel:

- Uncle Ronald Briggs, Senior Aboriginal Cultural Consultant (RAP WG Chair)
- Jacinta Pollard, CEO (RAP WG Deputy Chair)
- Lidya Kapsalis, Risk & Quality Manager (RAP WG Secretariat)
- Anne-Maree Szauer, Director of Strategy and Governance
- Carly Palmer, Client Services Coordinator
- Rosalind Hutchings, Program Design & Evaluation Specialist
- Kimberley Shaw, Psychologist

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, two Aboriginal members, as well as eight RAP WG members. 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 within the Aboriginal and Torres Strait Islander communities.

The EAC membership is made up of Aboriginal Elders and representatives of the Aboriginal community, along with the RAP Working Group members, which include representation from the Senior Leadership Team, Risk & Quality, Services and Support Services.

The EAC plays a key role in providing advice to the RAP Working Group, reviewing progress against the Action Plan and promoting Caraniche within the Aboriginal Community. The EAC's key focus areas include:

- a.) Consult with the RAP Working Group and provide advice where needed.
- b.) Review progress of the RAP achieved by the Working Group.
- c.) Promote Caraniche and raise awareness of the RAP within the Aboriginal Community.
- d.) Forge connections between Caraniche and Aboriginal communities, organisations and agencies.
- e.) Attend special events (including those with a Koorie-focus).

The EAC meet on a six-monthly basis and the EAC Chair and members attend a Caraniche Board meeting annually.

Our RAP Journey

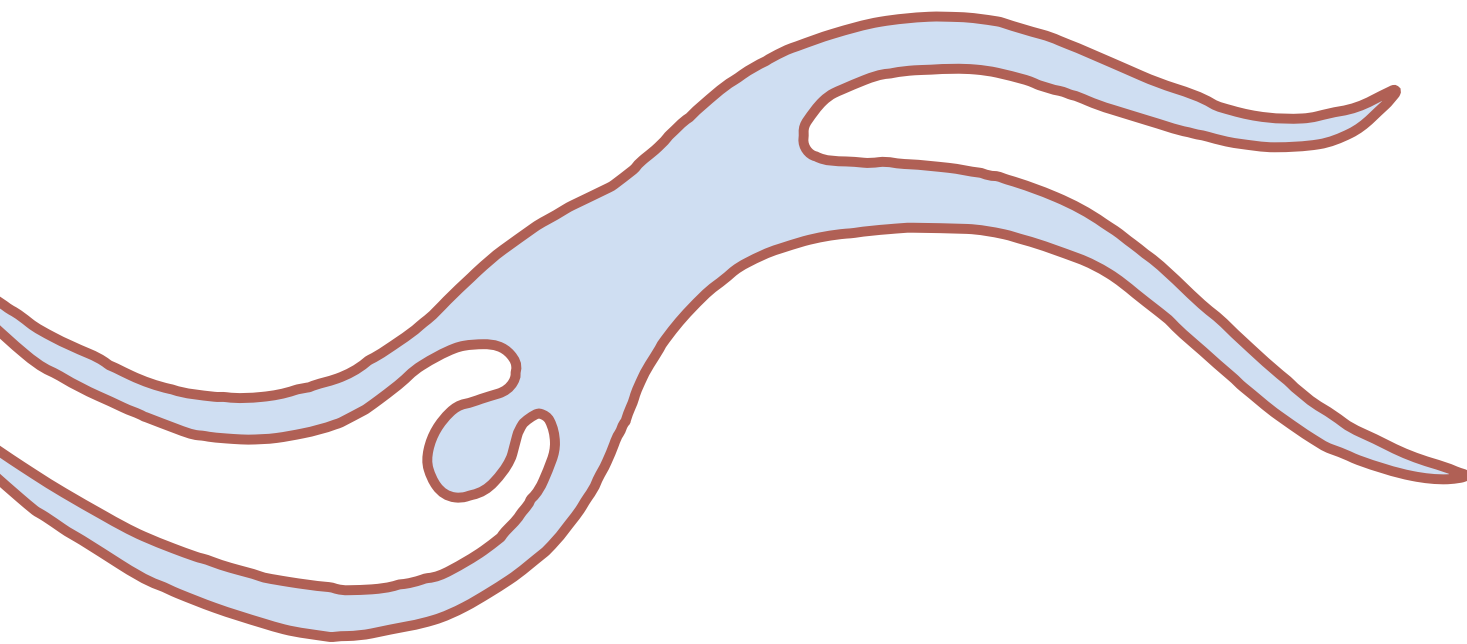
Our first RAP was Caraniche's formal commitment to Aboriginal and Torres Strait Islander peoples, our partners, clients, staff, and friends.

During the 2021-2023 RAP period, we worked hard to ensure that our RAP actions were embedded across the organisation in a way that is genuine and authentic. We are continually learning more about what's required from us as an organisation and as individuals, including our role in reconciliation.

As an organisation, we have undergone significant change over the last two years which has required us to reflect on who we are and what is most important to us. In this reflection, it has become clear that reconciliation is vital to moving forward as a company and our RAP has become more important than ever.

One of the key learnings throughout our RAP journey is that we must strive to be creative in our effort to attract Aboriginal and/or Torres Strait Islander employees. After the pandemic, we have seen a widespread staff shortage and this rings true in our sector as well, which has made it very difficult to fill specialised roles. This has led us to take an innovative approach to increasing employment opportunity for Aboriginal and/or Torres Strait Islander by opening options for secondments and student placements in this second RAP.

We have also made the decision to launch this second RAP with a new company lanyard that showcases our RAP Artwork. We also commit to request every meeting participants (internal and external) share whose Country they are working from, in our attempt to promote our commitment to reconciliation.



Our RAP Artwork

Ngarra Jarra Noun Dji (To Heal)



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.



Relationships

Underpinning all 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 on 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 tables below and overleaf:

1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Caraniche Deliverable	Timeline	Responsibility
Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Jun 2025	CEO
Actively look for opportunities to engage with Aboriginal agencies in meaningful ways e.g., partnership, co-locating.	Nov 2025	CEO
Build effective and respectful relationship with Aboriginal colleagues	Nov 2025	CEO, Manager of People & Culture
Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders utilising Client and Community Voice Advisory Panel.	Dec 2024	Director of Strategy & Governance

2. Build relationships through celebrating National Reconciliation Week (NRW).

Caraniche Deliverable	Timeline	Responsibility
Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024	GM, Marketing
	May 2025	
Support Senior Leadership Team and RAP Working Group members to participate in an external NRW event.	27 May - 3 Jun 2024	CEO & The RWG Chair
	27 May - 3 Jun 2025	
Encourage and support staff to participate in at least one external event to recognise and celebrate NRW	27 May - 3 Jun 2024	CEO
	27 May - 3 Jun 2025	
Organise at least one NRW event each year which is registered on the Reconciliation Australia's NRW website.	27 May - 3 Jun 2024	GM, Marketing & Director of Strategy & Governance
	27 May - 3 Jun 2025	

3. Promote reconciliation through our sphere of influence.

Caraniche Deliverable	Timeline	Responsibility
Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	Oct 2025	CEO & The RWG Chair
Continue increasing staff engagement to raise awareness of reconciliation across our workforce.	Dec 2024	GM, Marketing & Director of Strategy & Governance
Continue to communicate our commitment to reconciliation publicly by making RAP document available on our website and Acknowledgement of Country on email signatures.	Jan 2024	GM, Marketing
The Senior Leadership Team and RWG will participate in an annual combined workshop to identify opportunities to positively drive reconciliation outcomes and will develop a set of relevant action items where identified.	Jun 2024	Director of Strategy & Governance
	Sep 2025	
Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Aug 2025	CEO & RWG Chair
Work with WISE Employment as parent company to develop innovative approaches to advance reconciliation.	June 2025	CEO & RWG Chair

4. Promote positive race relations through anti-discrimination strategies.

Caraniche Deliverable	Timeline	Responsibility
Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Aug 2024	CEO
Continue to review, implement, and communicate an anti-discrimination policy for our organisation.	Aug 2025	CEO
Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to review our anti-discrimination policy.	Jun 2024	RWG & EAC
Educate senior leaders on the effects of racism.	Jun 2025	RWG Chair

5. Promote Caraniche's commitment to reconciliation via outward-facing statements.

Caraniche Deliverable	Timeline	Responsibility
Provide staff with new Caraniche lanyards promoting our commitment to Reconciliation and First Nations identity with artwork.	Dec 2023	CEO
Add back-of-the-page and end-of-presentation statements promoting Caraniche's commitment to reconciliation in company wide document templates.	Mar 2024	GM, Marketing

6. Promote reconciliation internally to increase staff awareness and engagement.

Caraniche Deliverable	Timeline	Responsibility
Make Reconciliation page on our intranet more prominent/easily accessible by adding a quick link icon on the home page.	Mar 2024	GM, Marketing & Director of Strategy & Governance
Provide information to staff about the Traditional Owners of each of our service locations via map.	Mar 2025	
Include First Nations events and key dates within Intranet page (as currently used for Caraniche events).	Apr 2024	CEO & RWG Chair
Keep the conversation going via internal communications throughout the year by being aware of significant dates and encourage people to reflect on these dates.	Apr 2024	

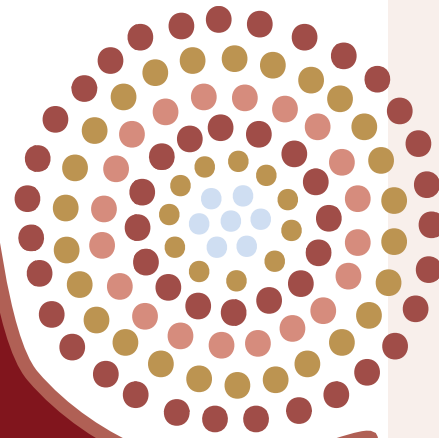


Respect

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 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 recognises 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 following tables.



7. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

Caraniche Deliverable	Timeline	Responsibility
Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	Nov 2025	RWG Chair
Conduct a review of cultural learning needs within our organisation.	Feb 2025	RWG Chair
Use RAP Barometer to inform cultural learning needs within our organisation.	Dec 2024	RWG Chair
Commit to first identify the Traditional Owners and understand any cultural practices that need to be incorporated into our ways of working when moving into a new location	Jun 2025	Director of Services
Review, implement, and communicate a cultural learning strategy document for our staff.	Jun 2024	Manager of People & Culture
Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	Jun 2024	CEO
Host 2 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.	Sep 2025	CEO

8. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Caraniche Deliverable	Timeline	Responsibility
Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Sep 2024	CEO
Adjust existing Acknowledgement of Country to better reflect the diversity of locations Caraniche works from.	Nov 2024	CEO
Update Map of Country on the intranet so all staff can participate and acknowledge the country they're on – may need to consider Australia wide map instead of Victoria to align to anticipate/prepare for interstate operations.	Aug 2025	CEO
Create additional resources with information on how to access local knowledge of Country and peoples	Feb 2025	CEO



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.

In this RAP, Caraniche will also work on enabling the recording and reporting of cultural background as part of our recruitment process, so that we could begin to consult with staff who identify as Aboriginal and/or Torres Strait Islander on their employment needs.

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

Caraniche Deliverable	Timeline	Responsibility
Add an easy to find 'What's On' through the intranet for Aboriginal and Torres Strait Islander events and promote events via team meetings and Monday stand-up	May 2024	CEO
Continue to review, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Aug 2025	CEO
Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Dec 2023	CEO
During online (internal and external) meetings request that participants share whose Country they are working from in group chat.	Aug 2024	CEO
Continue to invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Oct 2024	CEO

9. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Caraniche Deliverable	Timeline	Responsibility
Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2024	Manager of People & Culture
RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2024	RWG Chair
	First week in July 2025	RWG Chair
Update the name of "wellbeing days" to better reflect that they can also be used for cultural related activities such as NAIDOC etc.	Jul 2024	CEO
Promote team building and increase knowledge and respect of Aboriginal and Torres Strait Islander histories through encouragement of all staff to participate external NAIDOC events.	First week in July 2024	CEO
	First week in July 2025	

10. Demonstrate respect for Aboriginal and Torres Strait Islander cultures and histories by enabling staff to substitute 26 January public holiday with another day.

Caraniche Deliverable	Timeline	Responsibility
Update Leave Policy to reflect that staff are allowed to substitute public holidays, including 26 January, with another day.	Sep 2024	Manager of People & Culture
Communicate updated Leave Policy to all staff.	Oct 2024	Culture

11. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.

Caraniche Deliverable	Timeline	Responsibility
Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	Sep 2025	Manager of People & Culture
Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Sep 2025	Manager of People & Culture
Build understanding of current Aboriginal and Torres Strait Islander staffing and their employment needs.	Mar 2025	Manager of People & Culture
Engage with Aboriginal and Torres Strait Islander staff and agencies to build capacity in clinical workforce.	Jun 2025	Manager of People & Culture
Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders	Jun 2024	Manager of People & Culture
Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Dec 2024	Manager of People & Culture

Caraniche Deliverable	Timeline	Responsibility
Aim for 3% of our workforce to be Aboriginal or Torres Strait Islander employees.	Sep 2025	Manager of People & Culture
Engage with universities and Aboriginal agencies to actively provide student placement and secondment opportunities.	Sep 2025	Manager of People & Culture
Partner with Aboriginal and/or Torres Strait Islander organisations as well as academic and learning organisations to explore placement and secondment opportunities for Aboriginal and Torres Strait Islander students and staff.	May 2025	Director of Services

12. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Caraniche Deliverable	Timeline	Responsibility
Investigate Supply Nation membership.	Feb 2025	Director of Finance
Conduct a review of our Aboriginal and Torres Strait Islander procurement plan.	Mar 2024	Director of Finance
Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Mar 2024	Director of Finance
Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Mar 2024	Director of Finance
Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Dec 2024	Director of Finance

13. Increase Aboriginal and Torres Strait Islander representation in Client and Community Voice Advisory Panel.

Caraniche Deliverable	Timeline	Responsibility
Encourage more First Nations participation in the panel.	Dec 2024	Director of Strategy & Governance
Send reminder to Caraniche staff, including a copy of the panel charter and staff guidelines.	Dec 2024	Director of Strategy & Governance



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 tables below and overleaf:

14. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.

Caraniche Deliverable	Timeline	Responsibility
Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Oct 2025	RWG Chair
Undertake review of the Terms of Reference for the RWG and update as required.	Dec 2023 Dec 2024	RWG Chair
RWG to meet at least once every 8 weeks to drive and monitor RAP implementation.	Ongoing from Dec 23	RWG Chair

15. Provide appropriate support for effective implementation of RAP commitments.

Caraniche Deliverable	Timeline	Responsibility
Allocate sufficient resources to successfully implement our RAP.	Dec 2023	CEO
Appoint and maintain an internal RAP Champion from senior management.	Dec 2023	CEO
Engage our senior leaders and other staff in the delivery of RAP commitments.	Jan 2024	CEO
Define and maintain appropriate systems to track, measure and report on RAP commitments.	Jan 2025	CEO
Maintain regular engagement with External Advisory Committee (EAC) and undertake regular review of the Terms of Reference for the EAC and update as required.	Jul 2025	CEO

16. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally

Caraniche Deliverable	Timeline	Responsibility
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.	Jun annually	RWG Secretariat
Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 Aug annually	RWG Secretariat
Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 Sep annually	RWG Secretariat
Report RAP progress to all staff and senior leaders quarterly.	Jan, Apr, Jul, Oct 2024 Jan, Apr, Jul, Oct 2025	RWG Secretariat RWG Secretariat
Publicly report our RAP achievements, challenges and learnings, annually.	Sep 2024 Sep 2025	RWG Secretariat RWG Secretariat
Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	CEO
Allocate dedicated time for staff to participate in Workplace RAP Barometer to encourage an increased response rate.	Sep 2024	CEO
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Nov 2025	RWG Secretariat

17. Continue our reconciliation journey by developing our next RAP.

Caraniche Deliverable	Timeline	Responsibility
Register via Reconciliation Australia's website to begin developing our next RAP.	Oct 2025	RWG Secretariat

Contact Details

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

The RAP Working Group

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