

Stretch

Reconciliation Action Plan

1 July 2025 – 30 June 2028



Centrecare

People making time for people



**RECONCILIATION
ACTION PLAN**

STRETCH

Message from Reconciliation Australia

On behalf of Reconciliation Australia, I congratulate Centrecare on its formal commitment to reconciliation, as it implements its first Stretch Reconciliation Action Plan (RAP), its third RAP overall.

Formed around the pillars of relationships, respect and opportunities, the RAP program helps organisations realise the critical role they can play in driving reconciliation across their work and area of expertise.

As a major provider of social services in Western Australia, Centrecare has a mandate to strengthen individuals and communities through professional, compassionate support that upholds human dignity. The scope of Centrecare's impact on reconciliation is considerable, with its capacity to ensure First Nations familial safety and kinship connection through culturally responsive methods.

This Stretch RAP is built upon the experience Centrecare garnered in previous RAPs which focussed on adopting collaborative relationships with Aboriginal and Torres Strait Islander peoples. Through these relationships, Centrecare sought a co-design approach to service design and provision.

Notably it developed deep partnerships with Aboriginal Community Controlled Organisations (ACCOs) such as Wungening and SWAMS to ensure its services meet the unique needs of its First Nations clients.

With these learnings, Centrecare has built solid foundations upon which to expand and embed its commitments in this RAP. Centrecare continues to centre First Nations perspectives and experiences by supporting staff with cultural supervision, trauma-informed care training, and engaging Elders and community members to ensure services are respectful, relevant and safe.

By tailoring its services to the diverse and unique needs of Aboriginal and Torres Strait Islander peoples, Centrecare will continue to drive considerable reconciliation outcomes. On behalf of Reconciliation Australia, I commend Centrecare on this Stretch RAP and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Artist Biography

My name is Paige Pryor, I am 30 years of age, Nyungar Women born on Whadjuk Boodja and mother of three beautiful children, I have ancestral family ties to South/West Boodja.

I am a self-taught artist and have been painting since 2019, My style of painting is contemporary design and landscaping.

I've created artwork for big and small businesses around Perth, well known businesses I have done previous work for, Perth Mint, West Trac, City of Stirling Office, Primero Engineering, Bramfield Primary School, Department of Finance, Zonta Women Refuge Association, Civil Aviation and Centrecare.

I have designed and painted using acrylic interior and exterior wall paints for murals. Acrylic on canvas, digital illustration, I have done art workshops for schools and small companies.

My artwork is about sharing kaartdijin (knowledge) and storylines and the strong connection that our people have with the animals, land, sea, lore, language kinship, family, plants/trees and how they healed through these properties, my artwork is always based on the area and the significance to that land and what our old people done on the Boodja (Country), it's important we keep the storylines to that land and ask our elders of any important story's before painting, as they have more knowledge to pass down, as an artist I love taking on new and bigger projects as this gives me more space to create and showcase our culture through art.



Story Board and Symbols of the Cover Artwork



1. One on one support, help and needs, in session appointments, Kangaroo feet are a sign of strength and help one get back on their feet.
2. The blue and pink are safe gender groups, also culturally safe groups, this gives clients the respect to their cultural and safety.
3. Big "U" show the elders on top of the little "u" who represent the youth. They guide, help and pass knowledge down, the Emu feet symbolise always going forward.
4. These circles represent the community and the diverse people that Centrecare help support.
5. Past, present, future symbols.
6. Light/dark blue "U" symbols are the staff.
7. Journey lines link the pathways, Centrecare branches (circles) together.
8. Staff, clients, community celebrating milestones, achievements, growth, success.
9. Tools & meeting groups represent strategies put together with partnerships and community groups. Also represents the mutual agreements made with third parties (clients, community).
10. Connection lines.

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**Centrecare
acknowledges the Aboriginal
and Torres Strait Islander peoples as the
traditional custodians of this land (boodja) and its
waterways (kep, beeliar).**

We pay our respects to Elders past, present and emerging.

**We extend our gratitude to be able to live on this land today and share
our sorrow for some of the costs of dispossession.**

**As an ally, we look forward to progressing to a place of
equality, justice and partnership together.**

** Wardandi Boodja is a 5-and-half-metre steel bust sculpture representing a Noongar face & South West families who live on Wardandi saltwater country. Located in Koombana Bay, Bunbury, Western Australia. Centrecare has a branch in this region.*

** Images provided (as referenced) have been included to represent country and connection to people and areas.*

Centrecare's Vision for Reconciliation

Our vision for reconciliation is an organisational culture that acknowledges and respects Aboriginal and Torres Strait Islander peoples as the First Peoples of this land by recognising the importance of their cultures, families, communities, and connections to Country. We as an organisation are committed to supporting Aboriginal and Torres Strait Islander families and their children to be safe and remain in family kinship in a culturally secure setting. Adopting a collaborative relationship that at all times seeks to co-design and partner in service design and provision, Centrecare would like to be recognised by Aboriginal and Torres Strait Islander peoples as a diverse organisation that can celebrate their cultures and lived experience and provide support in a culturally responsive and sensitive manner. We support the empowerment of Aboriginal and Torres Strait Islander peoples to build strong and resilient communities through knowledge, truth-telling, collaboration and with mutual respect.

Message from the Director

In developing our third Reconciliation Action Plan (RAP), Centrecare remains mindful that our journey to achieving a reconciled Australia is only beginning. We remain committed to raising awareness that the land on which we all live, wherever that may be, has been inhabited and owned by Aboriginal and Torres Strait Islander peoples for millennia. Centrecare is also keenly aware of the strength and resilience shown by Aboriginal and Torres Strait Islander peoples in working to overcome the devastating impact of colonialism.

Through our previous Innovate RAP, Centrecare has made significant progress in raising awareness on cultural matters and creating a respectful work environment conducive to both personal and professional development. This has been in no small part due to the ongoing contribution of Aboriginal and Torres Strait Islander people, both as RAP committee members, staff, Elders and partner agencies.

The Stretch RAP, detailed in this document, continues Centrecare's work towards reconciliation. It is a commitment to deep listening and learning from Aboriginal and Torres Strait Islander peoples. We understand that increasing our knowledge and awareness is essential if we are to play a meaningful role in closing the significant gap that exists between the societal experiences of many Aboriginal and Torres Strait Islander peoples and the broader Australian community.

Centrecare seeks reconciliation based on mutual respect, togetherness and a recognition of our common humanity. It hopes the work we have set out in this Stretch RAP will assist us towards achieving this goal.

Adj. Prof. Tony Pietropiccolo AM
Director



Our Business

Centrecare is a Catholic, not-for-profit organisation which aims to strengthen people and communities through the provision of professional social services, inspired by compassion and recognition of human dignity. Centrecare is an innovative provider of specialist social programs and offers extensive outreach and on-site services in the Perth metropolitan area and regional centres of Western Australia. Centrecare currently delivers 63 services across areas that include:

- General and Specialised Counselling Services for Families, Individuals, Youth and Children
- Early Intervention and Prevention Services
- Family and Domestic Violence Services
- Children's Services and Child Parent Centres
- Family Housing and Accommodation Support Services
- Family Dispute Resolution Services
- Financial Counselling and Gambling Help
- Justice Services for Adults and Youth
- Aboriginal and Torres Strait Islander specific services

More detailed information on our services can be found on our website at www.centrecare.com.au

Centrecare operates from eleven office locations with our head office located in Perth and metropolitan branches in Gosnells, Cannington, Mirrabooka, Joondalup, Midland and Victoria Square Perth. Centrecare has regional branches in Bunbury, Esperance, Leonora and Kalgoorlie. Our Kalgoorlie branch provides services to Ngaanyatjarra, Pitjantjatjara and Yankunytjatjara (NPY) Lands.

Across the organisation we employ 298 staff and four students throughout our ten branches. Aboriginal and Torres Strait Islander staff account for 4.7% of total Centrecare paid staff employed to deliver our services and programs.



Our Values



Centrecare recognises the intrinsic worth of all human beings and the importance of sustaining their dignity and valuing their views.

We are committed to the continuous improvement of our skills to maintain the highest standards in service delivery.

We celebrate the beauty of life, friendship and the resilience and achievements of the human spirit and give an open-hearted and thoughtful response to the experiences of the people we serve and those we work with.

We welcome people in all their diversity in a manner that diminishes anxieties, enhances self-worth, communicates goodwill and leads to reconciliation.

We are committed to treating others in a non-judgmental manner and to delivering caring, highly proficient services.



** Bays in Esperance where Centrecare has an office location.*

Strategic Objectives in Alignment with our Stretch RAP

Centrecare's Strategic Plan for 2023 – 2025 highlighted the negative changes and challenges for many in our community over the past few years and how disproportionately Aboriginal and Torres Strait Islander peoples have been affected by them. Challenges within society stemming from the COVID pandemic still present with an increased demand for housing assistance, support for the mental, cultural and physical wellbeing of many families and support across other social areas compounded by cost of living increases.

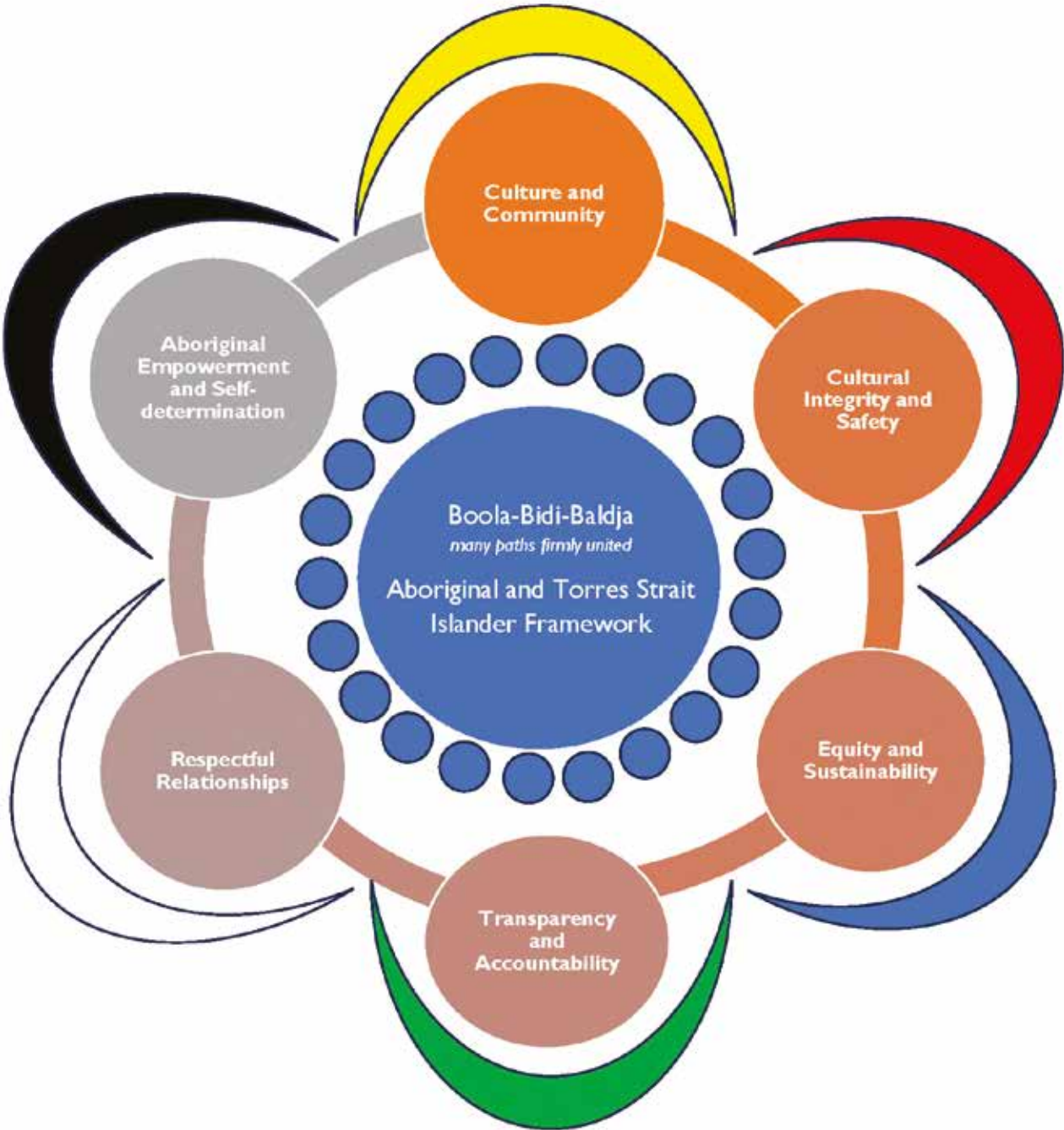
To alleviate the pressures of life and societal expectations for Aboriginal and Torres Strait Islander peoples, Centrecare has recognised the singular needs of Aboriginal and Torres Strait Islander peoples, and of other groups with specific requirements, which would inform the development of Centrecare's cultural and diversity frameworks. Throughout various programs Centrecare initiated cultural supervision to promote awareness and informative learning across the agency to upskill staff who will apply transferred learning when engaging with Aboriginal and Torres Strait Islander peoples and the community in general.

Centrecare consults with local Aboriginal and Torres Strait Islander communities through Elders, our partners (e.g. Wungening), community non-government organisation (NGO) networks, Aboriginal organisations such as Kambarang Services, our Aboriginal staff in the Cultural Working Group, Cultural Leads and client feedback/surveys. These consultations have had a direct impact on our policies, cultural training, employment and retention strategies and service delivery. We plan to remain relevant to the community around us by maintaining an awareness of emerging needs and developing innovative and effective ways of responding to them.

Strategic Objectives

- Together with our clients:
 - Ensure active positioning for and pursuit of customer directed services relevant to the vision for Centrecare.
- Consolidate and strengthen our business model:
 - Service Accessibility and Cultural and Diversity Frameworks.
- Building capability for a changing organisation:
 - Plan for diversity and changing patterns of workforce participation and its impact.
 - Special attention given to further develop inclusiveness and responsiveness to employees.
- Project a professional and altruistic presence in the community:
 - Promote Centrecare brand, values and work through culturally specific and other media platforms.

(Centrecare Strategic Plan 2023 – 2025)



Message from our Elders

Uncle Dennis Taylor

I come from a proud Yued and Yamatji family line and was born and raised on Whadjuk boodja. I am passionate about maintaining my culture, teaching my children and grandchildren their connections and family bloodlines and importance of country and community. I continue to support and give back to my community to set a foundation of healthy relationships and respect for all.

I joined the Centrecare RAP Committee as an Elder to encourage and support in shifting attitudes and perceptions of Aboriginal people and their culture and to bring Aboriginal and non-Aboriginal people together to understand and share in each other's cultural practices and norms and to make mutual changes that bring trust.



**Kunzea baxteri (Klotzsch)
Schauer, found throughout the
South West region.*

Aunty Marie Pryor

I am a proud Wadjak Elder and proud wife, mother, nanna and great-nanna and auntie to many. I have worked in community services for over 55 years across the health and justice sector trying to help our mob and continue to do so.

It has been a long journey, but I find working with colleagues and services like Centrecare and doing things together, working together to help our mob cope with the intergenerational trauma and challenges of colonization is important for change to happen.

I am also a Director with Voice of Hope and support our community with truth-telling. As an Elder on the Centrecare RAP Committee, I share my cultural values and ways to guide positive change for our mob.



Message from our Co-Chairs

Centrecare has a deep and enduring commitment to provide culturally responsive and sensitive services to Aboriginal and Torres Strait Islander peoples. Centrecare's Stretch RAP has been designed to facilitate and guide Centrecare in its systems, processes, policies, and service delivery to work collaboratively towards improving the wellbeing and lived experiences of Aboriginal and Torres Strait Islander peoples.

Our RAP journey started when Centrecare held the initial meeting to form a committee to develop a RAP for the organisation on 23 August 2013. Our Reflect RAP and Innovate RAP have provided us with a solid foundation on which to move ahead with our Stretch RAP. While members of the committee have changed over the years since, the committee's enthusiasm and determination has not wavered.

Our Innovate RAP (2019-2023) has made a profound and visible difference to our organisation and it is this that has given us the motivation to extend ourselves and move on to our Stretch RAP.

Our Stretch RAP provides details of the strategies and activities that Centrecare will implement so that we can achieve the vision we have set for our organisation.

Patrick Smith and Leanne Strommen



Adj. Prof. Tony Pietropiccolo AM, Patrick Smith and Leanne Strommen

Message from Chair of the Aboriginal and Torres Strait Islander Cultural Working Group (CWG)

It has been an absolute privilege to represent alongside an exceptional group of emerging birdiyas (leaders) in our working group. Throughout the years the group has worked together sharing in cultural knowledge and learnings as well as providing relevant feedback to the RAP Committee, bringing areas of interest to the table that we feel will benefit not only our Aboriginal and Torres Strait Islander staff but the Community in general.

Centrecare has provided an opportunity for staff to work alongside other Aboriginal partner agency staff creating a voice and collaborative partnership of Aboriginal people who are able to guide culturally safe practices and policy development along the way.

Tara Farmer
Chairperson



** The Matagarup Bridge, Perth.*

The RAP Committee

Centrecare RAP Committee members continue to be guided by Co-Chairs, Leanne Strommen (General Manager Community Services) and Patrick Smith (Elder and Youth Mentor) along with two independent external advisers, Community Elders, Dennis Taylor and Marie Pryor.

Elected representatives across Centrecare branches include:

👏 Tara Farmer (Chair, Cultural Working Group)	👏 Tara Gilmour
👏 Dwayne Hayden (Cultural Lead)	👏 Nigel Calver
👏 Lisa Jenkins	👏 Thea Landman
👏 Rochelle Matagi	👏 Susan Pope
👏 Evelyn Tui	👏 Jeff Denham

A Project Officer and a minute taker provide administrative support. Our committee members work across services in both clinical and administrative roles. There are currently six Aboriginal people on the RAP Committee including two Elders.

Aboriginal and Torres Strait Islander staff are nominated for Centrecare's Aboriginal and Torres Strait Islander Cultural Working Group (CWG), with a total of up to seven people in the working group. This number includes places for up to three staff from our Aboriginal and Torres Strait Islander partner agencies. The Aboriginal and Torres Strait Islander CWG engages with the RAP Committee providing a consultative and informative forum around issues affecting Aboriginal and Torres Strait Islander peoples and communities. They remain a key reference point and driver of the RAP in conjunction with the RAP Committee and appointed Community Elders.



Back: Nigel, Patrick, Dwayne, Tara, Leanne, Lorraine (Paige's mum), Catrina & Evelyn.

Front: Jeff, Tara, Paige Pryor (Artist) & Aunty Marie. (Centrecare RAP Committee Elder)



Rochelle



Thea



Lisa



Susan

Challenges, Outcomes and Learnings

Over the past three years, whilst navigating the challenges of the Covid-19 pandemic, Centrecare has made remarkable progress by fulfilling 72 out of 73 commitments outlined in our 2021-2023 Innovate Reconciliation Action Plan (RAP). The challenges we faced in working through our Innovate RAP provided us with opportunities to reflect, learn, and plan for the next phase of our reconciliation journey.

As we move into our Stretch RAP, our primary areas of focus will be:

Collective Ownership: The results of Centrecare's 2022 RAP Barometer survey were very encouraging and indicate that we are on the right path in both demonstrating our commitment and engaging our staff in truth telling and reconciliation. The challenges we set ourselves in our Innovate RAP have supported us to achieve this outcome. Ongoing work is needed to further embed our cultural framework into the fabric of Centrecare, supporting staff to build relationships, unlearn unconscious bias, create a positive narrative and reframe culture as a strength. Through the provision of cultural supervision, staff across the agency engage in respectful conversations on an individual basis to develop their cultural fitness at a personal and professional level. At various intervals, Centrecare will conduct feedback surveys to track on the progress of staff learning and to identify any further training needs.

Active participation within the RAP Cultural Working Group establishes a voice for Aboriginal Centrecare and partner agency staff to share knowledge and expertise across the agency.

(See Actions 6, 10, 14)

Partnerships and Procurement: We recognise the need to support the development of local Aboriginal and Torres Strait Islander organisations and businesses to further build capacity and improve wider socioeconomic benefits to the Aboriginal and Torres Strait Islander community. In recent years we have collaborated with a number of Aboriginal Community Controlled Organisations (ACCO's). Our Stretch RAP includes a review and embedding of a targeted Aboriginal and Torres Strait Islander Procurement Strategy to further this objective. Centrecare has established a database and resource folder of First Nations businesses as well as referencing the Supply Nation website when looking to procure services for cultural events, including promotional merchandise items, clothing apparel, and/or when identifying Elders or leaders to speak at culturally specific events as needed.

(See Action 13)

Cultivating Cultural Competence: Centrecare has created two Cultural Lead positions, demonstrating a commitment to fostering cultural leadership, awareness, and representation within the organisation. The agency has introduced and implemented a cultural supervision framework for both Aboriginal and non-Aboriginal clinical staff to enhance cultural competency and understanding. Individual and group cultural supervision has received very positive feedback. There is however recognition that further integration into the agency's cultural framework is necessary.

(See Action 3)

Moving Forward: Centrecare's Reconciliation Action Plan is not just a document; it is a shared commitment. Every employee—regardless of role—holds a stake in its success. We look forward to working together, fostering inclusion and healing through truth telling, cultural respect and legal recognition of Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the land we live on.

Partnerships and Achievements – Innovate

Over the period of our Innovate RAP we have embedded our vision for reconciliation within Centrecare's policies and procedures. We have for example, reviewed and improved our anti-discrimination policy and our recruitment and selection strategies. We have written an Aboriginal and Torres Strait Islander Procurement Strategy, an Aboriginal Employment Policy and a Cultural Protocols booklet for staff. We have reflected on what we have achieved and what we still need to work on.

- The RAP committee has maintained an active working group with Aboriginal and Torres Strait Islander representation from across the agency. Representatives have included co-located staff from partner ACCOs. These representatives provide updates to staff at meetings, highlighting local events and activities and our RAP progress.
- Our senior leaders successfully navigated the pandemic challenges to ensure we remained on track to meet our RAP goals. We strengthened our communications with staff throughout this period of the Innovate RAP to ensure that staff remained aware of and understood our commitment to genuine reconciliation with our Aboriginal and Torres Strait Islander peoples.
- During the period of the Innovate RAP, the Cultural Working Group took the initiative and put together some informative cultural lunchbox sessions. These 15-minute power points have been shared across the branches and provide a safe space for truth telling and discussion. The topics relate to significant historical events or take a more clinical approach to look at resilience or trauma through a cultural lens.
- Community Consultations have provided us with the opportunity to work with Aboriginal Elders and leaders and gain valuable insights into the issues affecting them. We greatly appreciate the generosity of Community Elders, our Aboriginal staff and members of the Aboriginal and Torres Strait Islander Community who have shared their lived experience and cultural knowledge with us to improve our understanding of how we can learn from and support Aboriginal and Torres Strait Islander peoples.
- With the creation of two 50D roles for Cultural Leads, we developed and implemented cultural supervision for both Aboriginal and non-Aboriginal clinical staff. This has opened an opportunity to further embed our cultural framework across the agency.
- We have strengthened our partnerships and joint working relationships with ACCOs such as Wungening Aboriginal Corporation, South-West Aboriginal Medical Service (SWAMS), Kambarang Services, Waalitj Foundation and Mudjar Aboriginal Corporation to name a few.
- We recognise that local Aboriginal and Torres Strait Islander owned businesses are more likely to hire Aboriginal and Torres Strait Islander staff and that this will provide a benefit not just to the business owner but a socioeconomic benefit to the wider community. The establishment of meaningful collaborative working relationships with Aboriginal and Torres Strait Islander organisations has resulted in partner program staff being co-located at four of our branches. This has enhanced cultural security for both staff and the people who access our services.
- We have ensured that all staff are provided with the necessary tools, training and support to deliver culturally appropriate and safe services.
- Our training was, in part, a driver for the strong staff participation in responding to the independently run RAP Workplace Barometer survey. The results of the survey have highlighted to us the effectiveness of the opportunities we have put in place for both Aboriginal and non-Aboriginal clinical workers at Centrecare. Our various cultural training opportunities and recognition of significant cultural events have been important strategies to achieve this result.



Relationships

Centrecare understands that engaging in collaborative partnerships with local Aboriginal and Torres Strait Islander leaders, stakeholders, and community members strengthen the connections we build and maintain with the broader community. We recognise the invaluable guidance from community Elders and adhering to the cultural principles unique to each community, to further uphold our respect for these partnerships.

Our aim in maintaining connectedness with Aboriginal and Torres Strait Islander peoples is to do so at all levels, with an emphasis on reciprocity through the sharing of knowledge, strengths, ideas, and goals, while also celebrating the achievements and opportunities we gain collectively through our shared journey.

Strategic Focus: Together with our clients; Project a professional and altruistic presence in the community

Rochelle Matagi (Goldfields Team Leader)

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations including community groups, agencies, Elders.	December 2025	General Manager Community Services RAP Committee Co-chairs
	Meet and communicate with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	December 2025	General Manager Community Services and Executive Management Team
	Continue to build on existing MOU's with local Aboriginal Organisations/ Services and explore any further MOU opportunities.	December 2025	General Manager Community Services and Executive Management Team
	Maintain a presence where possible on Aboriginal and Torres Strait Islander organisation committees or on government and non-government sector committees where Aboriginal and Torres Strait Islander organisations are also engaged.	December 2025	General Manager Community Services and Executive Management Team
2. Build relationships through recognising National Sorry Day and National Reconciliation Week (NRW).	Continue, where possible, to enter partnerships with Aboriginal and Torres Strait Islander organisations that provide similar or complimentary social services.	Review June Annually	General Manager Community Services and Executive Management Team



Relationships

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff through Centrecare's Intranet, Cultural calendar, and newsletter.	May Annually	General Manager Community Services
	Recognise National Sorry Day (National Day of Healing) on 26 May each year acknowledging the strength and resilience of the Stolen Generations and reflect on how we can assist in the healing process.	May Annually	RAP Committee Co-chairs
	Recognise and acknowledge significance of the commencement and end of NRW with 1967 Referendum in May and Mabo Day in June each year.	Review June Annually	RAP Committee and Co-chairs
	Invite external stakeholders to Centrecare NRW Cultural events.	May 2025, 2026, 2027	RAP Committee Co-chairs
	Encourage and support staff, RAP Committee and senior leaders to participate in at least three external event to recognise and celebrate NRW.	May Annually	Director and General Manager Community Services
	Organise at least one NRW event each year.	May Annually	RAP Committee and Co-chairs
	Register all NRW events on Reconciliation Australia's NRW website.	May Annually	RAP Committee Co-chairs



Relationships

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Promote reconciliation through our sphere of influence.	Identify and implement strategies to engage our staff in reconciliation.	May Annually	Director and General Manager Community Services
	Communicate our commitment to reconciliation publicly and explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	June 2026	Director
	Attend a minimum of two RAP Leadership Gatherings hosted by Reconciliation Australia per year	March, June, September December Annually	Centrecare RAP Champion
	Develop information for inclusion into Memorandums of Understanding with other agencies to reflect our commitment and the importance of reconciliation.	November 2026	Centrecare RAP Champion
	Engage and collaborate with five RAP and other like-minded organisations each year on activities to advance reconciliation.	November Annually	General Manager, Community Services
	Centrecare to continue to promote RAP awareness and activities through our website and newsletter articles.	September Annually	RAP Co-Chairs and Centrecare Marketing
	Develop a plan to create, evaluate and review an effective cultural framework.	May 2028	General Manager, Community Services
	Celebrate the launch of our Stretch RAP inviting staff and partnership agencies to attend and promote through our social media.	September 2025	Director
4. Promote positive race relations through anti-discrimination strategies.	During the period of this RAP, conduct a review of Human Resources policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2026	Chief Corporate Services



Relationships

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Support Aboriginal Community Controlled Organisations (ACCO) to build capacity.	Review and communicate the anti-discrimination policy for our organisation in consultation with Aboriginal and Torres Strait Islander cultural advisors / staff	July 2026	Chief Corporate Services
	Senior leaders to publicly support anti-discrimination campaigns, initiatives, and stances against racism.	July 2026, 2027, 2028	Director
	The Aboriginal and Torres Strait Islander Cultural Working Group to identify and provide information to the RAP Committee regarding any perceived barriers to Aboriginal and Torres Strait Islander engagement with Centrecare services.	December 2027	Chairperson – Cultural Working Group.
	Provide and promote opportunities internally to challenge mainstream discriminatory practices through positive commentary, a documentary, power point or a lunchbox session.	Review July 2027	RAP Committee Co-chairs and Chairperson, Cultural Working Group
	Build collaborative relationships with ACCO's by providing access, where there is capacity, to relevant clinical training sessions delivered by Access Wellbeing Services.	December 2027	General Manager Community Services
	Provide opportunities for Aboriginal and Torres Strait Islander post-secondary students studying Human Services, Counselling or Social Work at an accredited institution to undertake their student placement at Centrecare.	Review July 2027	Chief Corporate Services
	Share relevant Centrecare policy documentation and administrative processes with partner ACCOs for matters of governance.	September 2027	General Manager Community Services



Centrecare acknowledges and recognises the strength and resilience of Aboriginal and Torres Strait Islander peoples, the oldest surviving cultures in the world. Centrecare understands, respects and values the rights, cultures, histories and knowledge of Aboriginal and Torres Strait Islander peoples. We will uphold this understanding into our practice and continue to raise awareness and build our cultural capability. This Respect will also be embedded across the organisation / agency to continue the progress of an inclusive workplace culture. We recognise the importance of Aboriginal and Torres Strait Islander peoples having a say in matters concerning them. Centrecare aims to embed principles and guidelines as outlined by First Nations organisations such as the SNAICC Aboriginal and Torres Strait Islander Child Placement Principle, and respecting First Nations ways of Knowing, Doing and Being, in turn formulating safer environments and strengthening cultural connections for families and their children.

For example:

- Teach/Learning about Reconciliation and Truth Telling
- Learning about and celebrating Days of National Significance
- Visibly demonstrate respect for Aboriginal and Torres Strait Islander cultures
- Cultural Protocols such as Acknowledgement of Country and Welcome to Country – at significant events invite a local Elder / Traditional Custodian to provide a Welcome to Country.

Strategic Focus: Building capability for a changing organisation:

- Plan for diversity and changing patterns of workforce participation and its impact.
- Special attention given to further develop inclusiveness and responsiveness to employees

Dwayne Hayden (Cultural Lead)

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6. 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 in consultation with local Traditional Custodians and/or Aboriginal and Torres Strait Islander peoples and Centrecare's Cultural Working Group.	August Annually	General Manager Community Services and RAP Co-Chairs
	Continue to consult, develop, implement, and communicate Centrecare's cultural learning strategy to our staff.	July 2027	General Manager Community Services
	Provide opportunities for RAP Committee members, HR team members and key leadership staff to participate in formal and structured cultural learning through at least one cultural awareness/ training activity per year.	December Annually	General Manager Community Services



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Board members to participate in a recognised Aboriginal and Torres Strait Islander specific cultural learning activity arranged through their own networks or where possible through Centrecare.	December 2026	Director
	Continue to develop and review cultural awareness training modules and options for staff and provide access to multidimensional learning opportunities including E-Learning, Face to Face and QA sessions.	January 2026	General Manager Community Services and Cultural Working Group
	Prioritise cultural awareness training for all staff commencing within Centrecare, to be completed within first 12 weeks	Review July 2027	Chief Corporate Services
	Provide a second, more in-depth, face-to-face cultural awareness training to be completed within the first 12 months of employment.		Chief Corporate Services
	Monitor all staff participation in training/awareness activities via Training Portal.	Review August 2026	Chief Corporate Services
	Recognise and celebrate Aboriginal and Torres Strait Islander Children's Day each year.	August Annually	RAP Committee
	Review guidelines and establish Yarning Circles to generate truth-telling, respectful conversations and shared learning in a broader scope alongside regular individual cultural supervision.	November 2025	Cultural Leads and Chairperson – Cultural Working Group



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff understanding of the purpose and significance behind cultural protocols through Elder's storytelling, whole of agency staff meeting presentations from RAP Committee representatives and live video link to all staff during significant events such as NAIDOC Week.	October 2025	General Manager Community Services and RAP Committee
	Continue to communicate Centrecare's cultural protocol document, which includes protocols for Welcome to Country and Acknowledgement of Country, as well as engagement with respective local Community Elders and leaders.	October 2025	General Manager Community Services and RAP Committee
	Continue to invite a local Traditional Owner or Custodian to provide a Welcome to Country or engage in other appropriate cultural protocols at significant events each year.	December 2025	General Manager Community Services
	Review Centrecare program information to ensure Aboriginal and Torres Strait Islander protocols are respected.	October 2027	Cultural Working Group
	Ensure an Acknowledgement of Country or other appropriate protocols are observed at the commencement of important meetings.	August 2026	General Manager Community Services and Centrecare Management Team
8. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Reflect and Review – NAIDOC Week activities and plan for following year.	November 2026	Cultural Working Group and RAP Committee RAP Committee Co-chairs
	RAP Committee and Aboriginal and Torres Strait Islander CWG to participate in a minimum of one external NAIDOC Week event.	November 2025	RAP Committee Co-chairs
	Review HR policies and procedures regularly to ensure there are no Centrecare barriers to staff participating in NAIDOC Week.	May Annually	Chief Corporate Services



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Deliver Culturally Secure Services	Share information regarding NAIDOC Week and promote and encourage participation to all staff.	Review August Annually	Centrecare Marketing Officers and RAP Committee
	Centrecare branches to host internal celebrations and/or support community and Aboriginal and Torres Strait Islander-run NAIDOC Week events.	July Annually	General Manager Community Services
	Purchase stalls and merchandise for at least one external NAIDOC event.	Review November Annually	RAP Committee Co-chairs
	Create more 50D positions where possible.	September 2025	General Manager Community Services
	Provide Cultural Supervision to program staff where possible.	December 2025	General Manager Community Services
	Provide clinical staff with access to Trauma Informed Care training to facilitate engagement with Aboriginal and Torres Strait Islander service users who have been impacted by the Stolen Generations.	July 2026	General Manager, Community Services and Chief Corporate Services
10. Monitor and evaluate Centrecare's cultural capacity	Engage in Elder and /or Community Consultations to ensure that programs and services delivered are perceived to be culturally secure.	July 2027	General Manager Community Services
	Continue to participate in the independent RAP Barometer Survey and evaluate the results to present to the Centrecare Board and Executive team.	October 2026	General Manager Community Services
	Conduct a clinical/support staff survey to review Cultural Supervision.	December 2025	RAP Committee Co-chairs



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Determine areas where improvements to our cultural framework and approach to reconciliation can be made and consult with the RAP Committee and the Cultural Working Group to plan any new approach.	December 2026	General Manager, Community Services
	The Cultural Working Group to review and comment on Centrecare's cultural capacity and report to the RAP Committee annually.	September Annually	Chairperson, Cultural Working Group





Opportunities

Centrecare recognises the need for Aboriginal and Torres Strait Islander peoples to be afforded the opportunity to obtain employment in the community services sector, through a more accessible pathway that helps to identify suitable candidates and recognises cultural expertise, lived experience and strengths of the individual. Creating employment opportunities within the organisation benefits the agency by increasing the number of Aboriginal and Torres Strait Islander staff across various programs showing the strengths and expertise of its Aboriginal and Torres Strait Islander staff; as well as promoting a culturally secure employment strategy for current and future Aboriginal and Torres Strait Islander staff.

I have been employed with Centrecare for almost six years now and throughout my journey, I have worked in different roles as Cultural Liaison Officer to Team Leader and now projected into a newly created role as Cultural Lead. Centrecare has enabled recognition, development, and growth that affords staff and the organisation to share in this journey of reconciliation, truth-telling and walking side by side to make things right for our mob.

Strategic Objective: Building capability for a changing organisation:

- Plan for diversity and changing patterns of workforce participation and its impact.
- Special attention given to further develop inclusiveness and responsiveness to employees.

Tara Farmer (Chair of the Cultural Working Group and Cultural Lead)

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. Provide opportunities for Centrecare consumers to influence and shape service delivery.	Meet with local Aboriginal and Torres Strait Islander Elders and community members on at least two occasions to seek guidance on issues impacting their communities and for suggestions on how Centrecare can contribute to address those issues (One Metropolitan and one Rural).	November 2027	General Manager Community Services
	Monitor feedback forms and any surveys for comments and suggestions.	Review July annually	Chief Corporate Services
12. 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.	September 2025	Chief Corporate Services and General Manager Community Services



Opportunities

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Engage with Aboriginal and Torres Strait Islander staff to develop and implement an effective Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	January 2026	Chief Corporate Services
	Explore opportunities to advertise job vacancies more effectively to prospective Aboriginal and Torres Strait Islander applicants.	January 2026	Chief Corporate Services
	Review HR and recruitment procedures and policies to identify and remove any barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Review July 2027	Chief Corporate Services
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce – with a baseline minimum goal of 5%.	July 2027	Chief Corporate Services and General Manager Community Services
	Further develop and maintain a relationship with Workforce Australia and Training Alliance for Aboriginal and Torres Strait Islander trainee employment applications.	Review July 2027	Chief Corporate Services
	Provide Cultural Supervision and learning and development opportunities to Aboriginal and Torres Strait Islander staff, to help build personal capacity and implement cultural safety within the workplace.	December 2026	Chief Corporate Services and General Manager Community Services



Opportunities

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
13. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review and embed the Aboriginal and Torres Strait Islander Procurement Strategy.	July 2027	Chief Finance Officer and Chief Corporate Services
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. (e.g. Printing, artwork, training)	September 2026	Chief Finance Officer and Chief Corporate Services
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	January 2027	Chief Finance Officer and Chief Corporate Services
	Develop commercial relationships with Aboriginal and Torres Strait Islander businesses to procure goods and services, where these goods and services are competitive in pricing and quality of product.	July 2026, 2027	Chief Finance Officer and Chief Corporate Services
	Support procurement from Aboriginal and Torres Strait Islander owned businesses, by investigating opportunities and including appropriate businesses on Centrecare's approved suppliers list.	December 2027	RAP Cultural Working Group
	Marketing Department to invite quotes from local Aboriginal and Torres Strait Islander owned businesses for products promoting local culture when such products are required (e.g. NAIDOC Week)	June 2026, 2027, 2028	RAP Committee and Marketing Department





Centrecare will embed our Reconciliation Action Plan targets through our Strategic Plan and governance structure and commit the resources required to achieve them.

To track and report our progress we will maintain a robust and manageable evaluation and reporting framework through the:

- Annual Report available to community
- Newsletters to staff
- RAP Impact Survey (Reconciliation Australia)
- Workplace RAP Barometer (Independent staff survey)
- Centrecare Tracker and Traffic Light Report (RAP progress – self-evaluation)

This will hold us accountable to the Aboriginal and Torres Strait Islander community, our Board of Directors, staff, partners and other stakeholders. We need to be transparent in our aims and engage in honest reflection in our assessment of our progress.

Throughout this process, an active RAP committee, Cultural Working Group, the expertise of Elders and our RAP champions will provide oversight of our Stretch RAP journey.

Susan Pope (Project Officer)

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
15. Establish and maintain an effective RAP Committee to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RAP Committee.	December 2026	RAP Committee Co-Chairs
	Review and apply a Terms of Reference for the RAP Committee.	December 2025	Director and General Manager Community Services
	Meet at least four times per year to drive and monitor RAP implementation.	Review November and May Annually	RAP Committee Co-Chairs
16. Maintain an effective Aboriginal and Torres Strait Islander – Cultural Working Group to support the RAP Committee.	Review and update the Terms of Reference for the Aboriginal and Torres Strait Islander Cultural Working Group.	March 2026	Director and General Manager Community Services
	The Aboriginal and Torres Strait Islander Cultural Working Group to assist in the recruitment of Community Elders when a vacancy arises to help guide and support the RAP committee.	December 2027	Chairperson – Cultural Working Group



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
17. Provide appropriate support for effective implementation of RAP commitments.	The Aboriginal and Torres Strait Islander Cultural Working Group to continue to build cultural capabilities by providing cultural advice to the RAP Committee when implementing RAP actions.	June 2027	Chairperson – Cultural Working Group
	Continue to engage our senior leaders and other staff in the delivery of RAP commitments.	March 2027	Director
	Maintain an internal RAP Champion from senior management.	July 2027	Director
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	January 2026	General Manager Community Services
	Review and ensure RAP deliverable outcomes are clear and where possible embedded into Centrecare policies and procedures.	July 2026, 2027	General Manager Community Services and Chief Corporate Services
	Identify budget requirements and embed resource needs for RAP Implementation.	December 2025	General Manager Community Services and Chief Financial Officer
18. Embed RAP priorities into annual planning processes.	RAP to be included as agenda item in Centrecare senior leaders' meetings and branch staff meetings, advising of RAP progress and upcoming events / activities.	December 2025	General Manager Community Services
	Ensure that Centrecare's RAP commitments are highlighted and included in material for the organisation's Strategic Planning meetings.	December 2025	General Manager Community Services
	Include key priority RAP Actions and related deliverables in the Business Plan.	December 2025	General Manager Community Services



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
19. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September Annually	RAP Co-Chairs, Support: Chair Aboriginal and Torres Strait Islander Cultural Working Group
	Report RAP progress to all staff and senior leaders quarterly.	July, October January, April Annually	RAP Co-Chairs and General Manager Community Services
	Review and strengthen our recording systems to record achievements and data to ensure that all branch celebrations of cultural events and other RAP achievements are captured and recorded.	June 2026, 2027	Chief Corporate Services
	Publicly report our RAP achievements, challenges, and learnings, annually.	December Annually	Director
	Continue to participate in Reconciliation Australia's biennial Workplace RAP Barometer.	October 2026	RAP Co-Chairs
20. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	December 2027	General Manager Community Services
	Liaise with Reconciliation Australia to review and refresh RAP based on learnings, challenges, and achievements.	January 2027	RAP Co-Chairs
	Identify the goals, targets, and other initiatives necessary for Centrecare to move forward to our next RAP.	July 2027	RAP Co-Chairs and Committee

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