



INNOVATE Reconciliation Action Plan

November 2023 – November 2025



 MercyCare

Acknowledgement

MercyCare acknowledges Aboriginal and Torres Strait Islander Peoples as Traditional Custodians of Country throughout Australia. We pay our respect to their cultures, Elders past, present and emerging, and we commit to working together for our shared future.

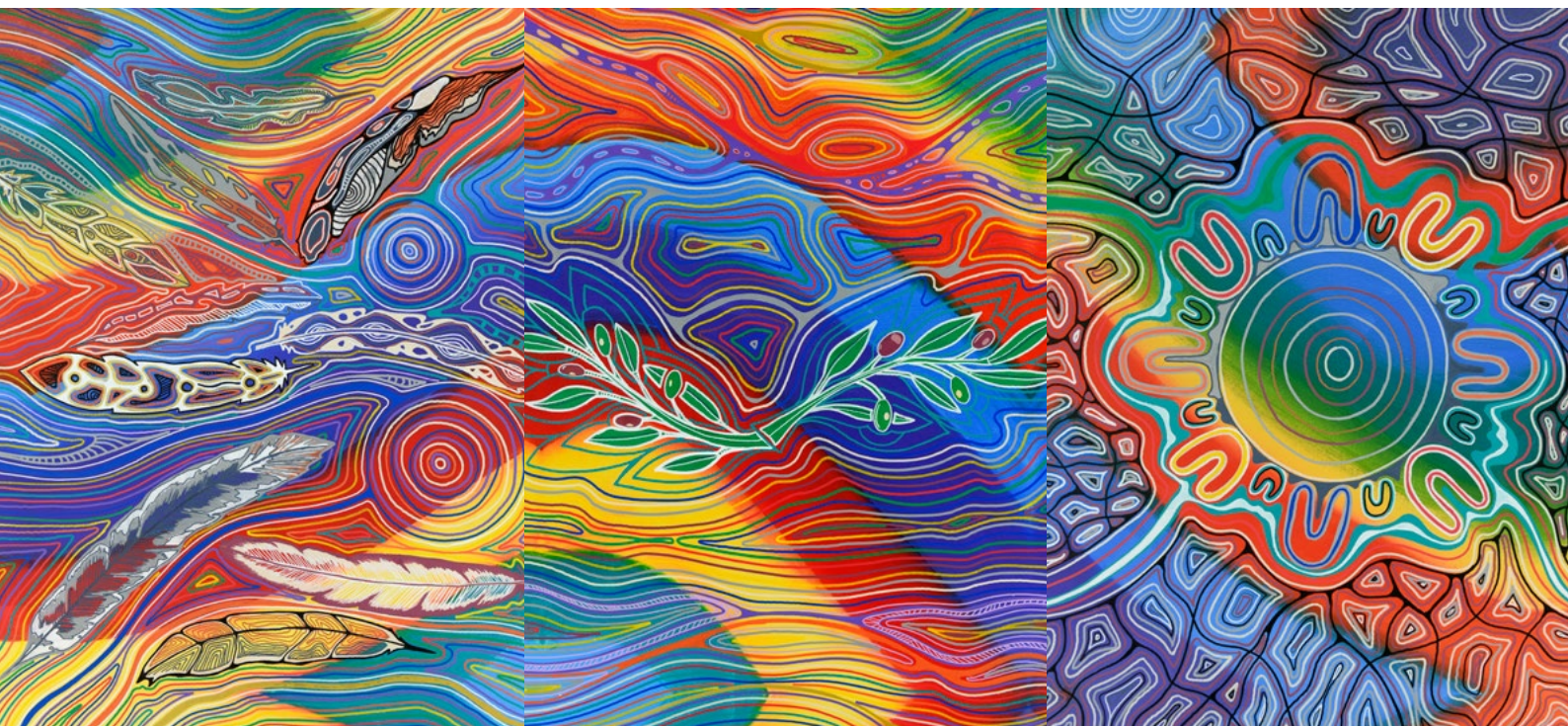


About the Artist

MercyCare engaged with local Noongar artist Peter Farmer to commission an artwork series as a reflection of the organisation's community.

Peter and his business partner and wife, Miranda Farmer, ensured that the artwork represented the MercyCare values and reality of the organisation's work for the Western Australian community.

Peter is a proud Noongar artist with an illustrious career working in Western Australia, Victoria and abroad. His pieces are widely acclaimed and he has collaborated with brands including the WA Museum, Western Force, Elizabeth Quay and The City of Perth.



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We are happy to share with you our second Innovate Reconciliation Action Plan for 2023-2025 at MercyCare.

Our Reconciliation Action Plan (RAP) reflects MercyCare's vision of thriving people and communities and our mission to break cycles of disadvantage and bring compassion and justice to life. We recognise that through historical factors, colonisation and systemic discrimination Aboriginal and Torres Strait Islander people are some of the most disadvantaged people in Australia and must be given priority in our action if we are to achieve our mission.

Our approach to reconciliation is to build respectful, trusting and equitable relationships with Aboriginal and Torres Strait Islander peoples. We acknowledge the past, while moving forward on a shared journey towards understanding and healing.

Our previous Innovate RAP concluded in 2017 and five years later our organisation looks quite different, therefore a renewed Innovate RAP provides us with an opportunity to consolidate, reflect and further build upon our reconciliation journey.

This second Innovate Reconciliation Action Plan affirms our commitment to equity of opportunity for all. It recognises the importance of partnership with Aboriginal and Torres Strait Islander peoples and communities, including engagement and employment pathways for our Aboriginal co-workers.

Our RAP outlines practical measures we have in place to ensure Aboriginal and Torres Strait Islander peoples knowledge, languages, cultures and histories are heard, known, respected and preserved between Aboriginal and Torres Strait Islander peoples and other Australians.

We would like to thank all those who were involved in developing this RAP including our Aboriginal and Torres Strait Islander Reference Group, Aboriginal and Torres Strait Islander staff, Aboriginal Pathway and Reconciliation Implementation Working Group.

Anthony Smith
Chief Executive Officer



Statement from Reconciliation Australia CEO

Reconciliation Australia commends MercyCare Community Services on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for MercyCare Community Services to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, MercyCare Community Services will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

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

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. MercyCare Community Services is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

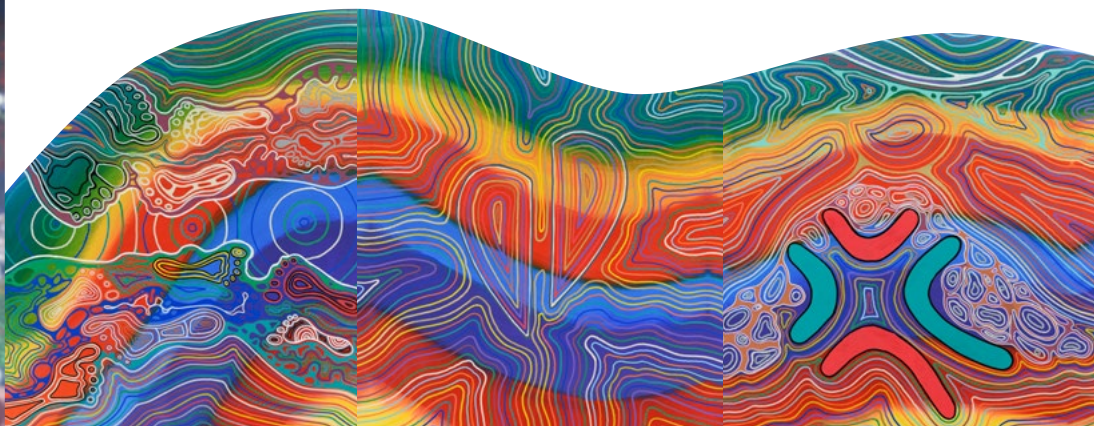
Implementing an Innovate RAP signals MercyCare Community Services' readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations MercyCare Community Services on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer
Reconciliation Australia





Our Vision for Reconciliation

Our Reconciliation Action Plan reflects MercyCare's vision of thriving people and communities and our mission to break cycles of disadvantage and bring compassion and justice to life. Our vision is that all Aboriginal and Torres Strait Islander people and their communities have the necessary resources and opportunities to thrive.

We recognise that through historical factors, colonisation and systemic discrimination Aboriginal and Torres Strait Islander people are some of the most disadvantaged people in Australia and must be given priority in our action for the achievement of our mission.

MercyCare values the wisdom and significant contributions of Aboriginal and Torres Strait Islander people and have embraced an Aboriginal Pathway and Reconciliation as a key organisational Ethos Shaper. A commitment to Aboriginal people is also found in our 2026 strategic plan with a key element of our framework a “actively committing diversity and inclusion and Aboriginal and Torres Strait Islander people. This positions our Aboriginal Pathway and Reconciliation journey as a key priority in our how we think about and deliver services to community, building and strengthening our knowledge and appreciation of Aboriginal and Torres Strait Islander cultures and committing to working alongside and value adding to Aboriginal and Torres Strait Islander cultural protocols and ways of working.

We commit to the life-long journey of reconciliation through truth-telling and acknowledging our shared history. We recognise this requires courage from all parties. We seek to build reciprocal relationships that are based on trust, honesty and deep listening and have developed our RAP commitments to achieve this.

As a non-Indigenous mainstream service organisation we recognise the blind spots and unconscious bias that exists in our past and current systems and approaches and through a commitment to our Mission Ethos we will work to overcome and address these approaches

Our intention is to take action to walk alongside Aboriginal and Torres Strait Islander People, honour our shared humanity and create a sustainable future where Aboriginal and Torres Strait Islander people have an equal voice and influence over decisions and matters affecting them, their communities, and the broader WA community.

About MercyCare and Our Organisation

MercyCare is a Catholic not-for-profit organisation, with over 1400 staff and 174 volunteers, the current Aboriginal and Torres Strait Islander employment figures are total of 25 full time equivalent (FTE) which equates to 1.69%. There are currently no Aboriginal and Torres Strait Islander volunteers. We operate across 25 locations in the Perth metropolitan area and West Kimberley to deliver early learning, aged care, disability, multicultural, youth and accommodation and social services to thousands of Western Australians.

We find our roots in the courageous and pioneering work of the Sisters of Mercy who arrived in 1846 who since this time continued to work with vulnerable Australians. In 1999 MercyCare was officially formed to run an independent organisation. Since then we have expanded our reach and service breadth to focus on those that need us most, ensuring that our services support people throughout life's journey.

To reflect the communities, we operate in and ensure that our clients are central to decisions that affect them, since 2014

we have embarked on our reconciliation journey and remain committed to progressing MercyCare's Aboriginal Pathway Strategy (2020-2023).

MercyCare has five Ethos Shapers that influence the spirit in which we deliver services to the community. These shapers are our Aboriginal Pathway and Reconciliation Journey, Person Centred Approach, Environmental Awareness and Behaviours, Race Awareness and Cultural Diversity and Safeguarding Children and Young People.

We are committed to the wellbeing and safety of children and young people. This commitment is evident in MercyCare's Safeguarding Accreditation through the Australian Childhood Foundation. The importance of safeguarding children and young people is key in the work MercyCare does with Aboriginal and Torres Strait Islander children and young people to ensure staff have the knowledge and cultural awareness when working with the community.

We seek to make a real difference in the lives of people and their communities and are driven by our Mercy tradition and values of justice, respect, compassion, integrity, excellence, and courage.

**Our vision is, "For people and communities to thrive".
Our mission is, "To bring compassion and justice to life and break cycles of significant disadvantage".**

We aspire towards a better Australia based on truth, justice, greater equality, and inclusiveness recognising people's stories and journeying together in the healing and reconciliation process.

We embrace diversity and strive for inclusion, while influencing our people, service users, partners, and communities to achieve systemic change and have an active Diversity and Inclusion Strategy.

Our Services

MercyCare provides care and support through a breadth of services in early learning, family and community, and aged care. Our footprint spans across the Perth metropolitan area, across multiple communities and extends into the Kimberley region, in Broome and Derby.

Aged Care

Home Care

- Davis House
- Harman Park Community Centre

Mercy Retirement Village

Residential Aged Care Homes

- Joondalup
- Kelmscott
- Maddington
- Maddington (opening early 2024)
- Rockingham
- Wembley

Early Learning Centres

- Ballajura
- Banksia Grove
- Bassendean
- Bedford
- Bennett Springs
- Ellenbrook
- Heathridge
- Kelmscott
- Landsdale
- Piara Waters (opening early 2024)
- Seville Grove
- Thornlie
- Wembley

Outside School Hours Care

- Newman College, Floreat

Family & Community Services

Disability Services

Youth, Wellbeing & Accommodation

- Amber Youth Wellness
- Carlow House
- Coolock Units
- Family Wellbeing Service
- Housing Support Service
- Mirrabooka - Joondalup Family Support Network
- Reconnect
- Youth Alcohol & other Drug Education Support Program
- Youth Support Services

Place-Based Services

- Broome Aboriginal Short Stay Accommodation
- Derby Aboriginal Short Stay Accommodation

Migrant Community Support Services

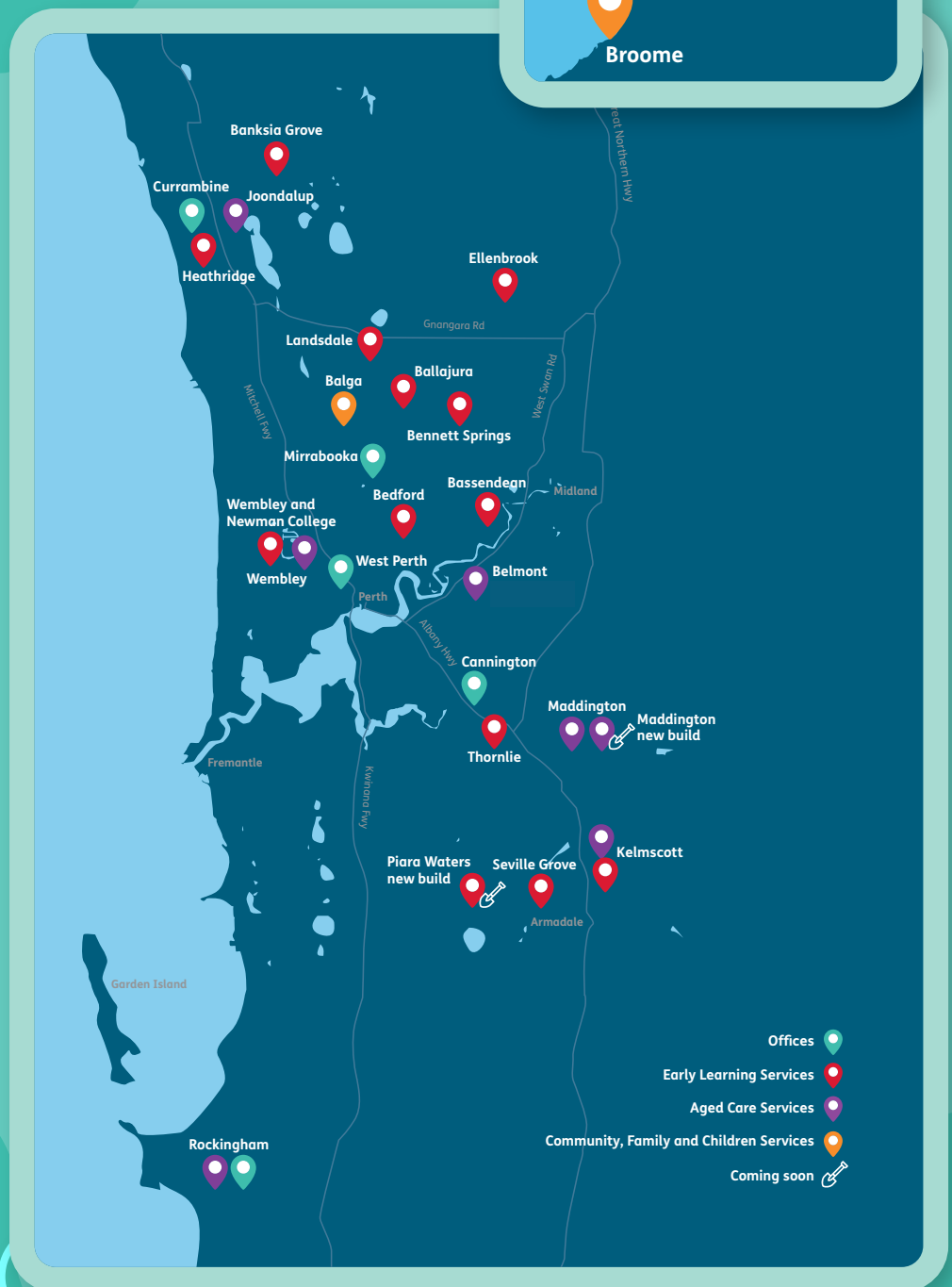
- Intensive Employment Support
- Mercy Lending Services
- Naala Djookan
- Status Resolution Support Services
- Settlement Engagement & Transition Support Services
- Unaccompanied Humanitarian Minors

Child, Family & Out of Home Care

- Child & Parent Centre Warriapendi
- Family Group Homes
- Fostering Services
- Specialised Fostering Services

Our 2023 Impact

We are a proudly Western Australian not-for-profit, here to bring compassion and justice to life and break cycles of significant disadvantage. We have supported our community across the Perth metropolitan area and Regional Western Australia through **25 services** across **24 locations**



Our Reconciliation Journey and RAP

MercyCare's reconciliation journey began in 2014 with a formalised commitment in our 2014-2017 Strategic Plan, to build relationships with Aboriginal and Torres Strait Islander communities and Traditional Owners/Custodians. To stay accountable, MercyCare established relationships with Reconciliation Australia and Reconciliation WA. Following consultation with Aboriginal staff and Aboriginal Elders, we launched the first Reflect Reconciliation Action Plan (RAP) in 2015.

MercyCare also developed an Aboriginal Pathway Strategy in 2016, guided by the five dimensions of Reconciliation: Race Relations, Equality and Equity, Historical Acceptance, Unity and Institutional Integrity. MercyCare's ongoing commitment to the reconciliation journey is guided by the organisations overall Aboriginal Pathway with its seven focus dimensions that we are working towards (see figure 2). These seven dimensions form our work areas and are progressed over time with actions being set at the individual, service program and organisational levels.

To date, our RAP and Aboriginal Pathway Strategy has led us to establish key strategic, advisory and practice lead roles across our corporate and services directorates. These initiatives are also deeply connected to our broader Diversity and Inclusion Strategy, as we strive towards increased employment participation, inclusion and equitable outcomes for Aboriginal and Torres Strait Islander peoples.

One of the challenges for MercyCare is that its origins are located with the arrival of the Sisters of Mercy in Western Australia (WA) in January 1846, a mere seventeen years after the establishment of the Swan River Colony in 1829. The year 2016 marked 170 years since the Sisters of Mercy's arrival in WA so the impact of colonisation for Aboriginal people cannot be extracted from MercyCare's organisational historical context. Our history includes the fact that MercyCare was part of the colonising presence of non-Aboriginal people irrespective of the role the organisation may have performed in its various forms over those 170 years.

The work undertaken to date has identified six key work domains

1. Building relationships with local communities and Elders
2. Developing MercyCare's Workforce: Aboriginal Cultural Awareness (safety, sensitivity, cultural competence, cultural security)
3. Aligning MercyCare's organisational culture: governance and enhancing service delivery responsiveness
4. Supporting healing and reconciliation initiatives
5. Employing Aboriginal people
6. Governance formation

The Executive and staff involved are working to these domains. The Executive Director Family and Children's Services and the Aboriginal Pathway and RAP Implementation Group are keeping a synopsis of developments. A number of robust themes are emerging from engagement with Aboriginal Elders, organisations, consultants and leaders within the Perth region. Five themes are mentioned below.

MercyCare's strategy is being developed by meeting with and listening to Aboriginal people, scoping and finding synergies with MercyCare's current service provision strengths and track record. Supporting initiatives for Aboriginal children and young people that connect them to cultural identity, support their health and wellbeing and provide pathways to education, training and employment are emerging as key strategy focus areas for MercyCare.

One challenge imperative is to increase MercyCare's Aboriginal workforce which currently stands at just over one percent of the workforce. MercyCare's workforce in Derby and Broome is largely made up of staff who identify as Aboriginal people. There is a conscious commitment, at local level, to maintain this. One direction for MercyCare to consider is to support traineeships for Aboriginal people in areas such as childcare, aged care, maintenance and administration. To increase MercyCare's Aboriginal and Torres Strait Islander employment will require time and financial investment by the organisation.

MercyCare currently commits a small allocation of financial resources to the development of its' Aboriginal strategy via budgets and management discernment. Resources are mainly allocated to:

- Consultations with Aboriginal Elders;
- Aboriginal Strategy consultants;
- Financial contributions to community meetings, training, catering, supporting the present groups' vision and strategy;
- Providing resources to support cultural identity and mental health well-being;
- Sponsorship of local annual Sorry Day events for schools; and
- Project worker time to assist with funding applications.

MercyCare will need to consider committing more resources in supporting Aboriginal and Torres Strait Islander led initiatives if it is to progress its Aboriginal Strategy. A possible option would be to implement appropriate mechanisms for the redistribution and transfer of resources to Aboriginal and Torres Strait Islander communities.

Over the last eight years, MercyCare implemented several initiatives to progress its commitment towards reconciliation. These include:

- Formalising National Reconciliation Week and NAIDOC as key annual organisational events
- Implementing a Reflect RAP and Innovate RAP
- Facilitating staff learning and development sessions to raise knowledge of Aboriginal culture, history, language and race relations and to explore immersive opportunities for further cultural learning and understanding
- Embedding Acknowledgement of Country practices in meetings and inviting local Traditional Owners/Custodians to conduct Welcome to Country at significant gatherings and events
- Establishing an Aboriginal Reference Group (ARG), engaging and listening to Aboriginal Elders, senior Aboriginal community leaders and Aboriginal employees to improve cultural safety within our workplaces and services across metropolitan Perth and at our Broome and Derby Short Stay Aboriginal Accommodation services
- Promoting Aboriginal business services procurement and supporting initiatives such as the "Wear it Blak" Wednesdays campaign
- Creating several strategic, advisory and practice lead roles (e.g., Aboriginal Pathway Project Officer, Manager, Aboriginal Pathway Strategies, Aboriginal Practice Leads)
- Building and strengthening partnerships with Aboriginal-led organisations and businesses
- Introducing an organisational Capability Framework that addresses cultural sensitivity and inclusion for Aboriginal people
- Engaging with Aboriginal specialist recruiters to widen our reach into Aboriginal communities and source more Aboriginal job candidates
- Implementing an Aboriginal Traineeship program

Our Approach

This Reconciliation Action Plan has been developed in partnership with the Aboriginal Pathway and RAP Implementation Group, Aboriginal staff, MercyCare leaders, the Executive Leadership Team and our Aboriginal Reference Group which consists of Aboriginal leaders, and community members. MercyCare's RAP is championed by the Executive Director, Family and Childrens Services and members of the RAP Implementation Working Group.

Internal:

- Co-Chair Jennie Burns
Executive Director Family and Community Services
- Co-Chair Pamela Thorley
Manager Aboriginal Pathway Strategies, Family and Community Services
- Admin Support Charlene Assan
Aboriginal Pathway Project Officer, Family and Community Services
- Vicky Gonzalez Burrows
Executive Director Mission and Ethos
- Phil Martin
Executive Director Residential Aged Care Services
- Michele Murdoch
General Manager Aged Care Services
- Sonia Blurton
Aboriginal Practice Lead, Family and Community Services
- Chris Ryder
Aboriginal Practice Lead, Family and Community Services
- Kuzi Sakupwanya
General Manager Kimberley Aboriginal Short Stay Accommodation, Family and Community Services
- Martin Dodge
Manager Property and Procurement, Business Services and Systems
- Rosina Smith
Executive Director Early Learning Services
- Courtney Barnard
Mission and Strategy Project Lead, Early Learning Services
- Brendan Manning
Manager HR Services, People Culture and Brand

External:

- Ms Denice Kickett
Chair, MercyCare Aboriginal Reference Group

Our Innovate RAP takes seriously, the aspiration for self-determination which Aboriginal and Torres Strait Islander peoples have expressed. We see it as paramount to work collaboratively, respecting Aboriginal and Torres Strait Islander peoples' rights to exercise their own leadership in all matters. The Innovate RAP will assist MercyCare to achieve, implement and monitor its Aboriginal Pathway Strategy outcomes.



Our Approach **RELATIONSHIPS**

To continue to work in partnership with communities, organisations, and individuals to build a stronger and more active foundation where Aboriginal and Torres Strait Islander voices are heard and to shape the services we deliver.

MercyCare is committed to working together with Aboriginal and Torres Strait Islander peoples to create a world where all thrive. We believe that building respectful, meaningful and strong relationships are essential to support us to develop our internal cultural capability, to uphold self-determination and to improve our responsiveness to the needs of Aboriginal and Torres Strait Islander peoples and their communities with whom we work.

Action	Deliverable	Timeline	Responsibility
1. Establish & maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders & organisations	1.1 Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Jan 2024	Executive Director Family & Community Services
	1.2 Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations, with a focus on relationships.	Jan 2024	Executive Director Family & Community Services
	1.3 Maintain and update the Aboriginal register of resources including Aboriginal stakeholders, Elders, community groups, businesses, and organisations to support MercyCare leaders to develop respectful relationships and engagement.	Dec 2023	Executive Director Family & Community Services
	1.4 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Apr 2024	Executive Director Family & Community Services
	1.5 Develop genuine relationships with Aboriginal community members with 5 cups of tea yarns per annum.	June 2025	Executive Director Family & Community Services
	1.6 Each service area to work towards exploring and developing a local relationship/s with an Aboriginal community, organisation and/or individual.	June 2025	Executive Director Family & Community Services
2. Partner with Aboriginal Community Controlled Organisations (ACCOs) on specific programs & projects to advance outcomes for Aboriginal & Torres Strait Islander Communities	2.1 Develop an organisational ACCO Framework and approach.	Dec 2023	Executive Director Family & Community Services
	2.2 Identify and strengthen existing relationships and partnerships with Aboriginal Community Controlled Organisations.	June 2024	Executive Director Family & Community Services
	2.3 Research best practice and principals that support partnerships with Aboriginal and Torres Strait Islander organisations in both the metropolitan and regional communities.	Feb 2024	Executive Director Family & Community Services
	2.4 Identify and develop partnerships with existing and new ACCO's to value add to their skills in the delivery of specific programs and services to meet the needs of their clients.	June 2025	Executive Director Family & Community Services

Action	Deliverable	Timeline	Responsibility
3. Build relationships through celebrating National Reconciliation Week (NRW)	3.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff.	May 2024 & 2025	Executive Director Family & Community Services
	3.2 Aboriginal Pathway and RAP Implementation Group (APRAPIG) members to participate in an external NRW event.	May 2024 & 2025	Executive Director Family & Community Services
	3.3 Encourage and support all leaders and staff to attend external events to celebrate National Reconciliation Week.	May 2024 & 2025	Executive Director Family & Community Services
	3.4 Coordinate an annual organisational -wide National Reconciliation Week event each year for staff to attend. At this event staff who have made achievements towards reconciliation to be recognised.	June 2024 & 2025	Executive Director Family & Community Services
	3.4 Invite Aboriginal and Torres Strait Islander people to share their reconciliation stories during NRW.	May 2024 & 2025	Executive Director People Culture & Brand
	3.5 Register all our National Reconciliation Week events on Reconciliation Australia's NRW website.	May 2024 & 2025	Executive Director People Culture & Brand
4. Promote reconciliation through our sphere of influence	4.1 Develop and implement a staff and volunteer engagement plan to raise awareness of reconciliation across the workforce.	Feb 2024	Executive Director People Culture & Brand
	4.2 Ensure all staff receive training on the RAP and Aboriginal Cultural Protocols as part of their orientation.	June 2025	Executive Director People Culture & Brand
	4.3 Show our commitment to Reconciliation and our Aboriginal Pathway publicly, by ensuring representation at key reconciliation sector and community events such as Walk for Reconciliation and the annual Breakfast.	June 2025	Executive Director Family & Community Services
	4.4 Collaborate with RAP organisations to develop innovative approaches to advance Reconciliation.	June 2025	Executive Director Family & Community Services
	4.5 Attend Reconciliation Western Australia events and network meetings.	June 2025	Executive Director Family & Community Services
5. Promote positive race relations through anti-discrimination strategies	5.1 Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	June 2024	Executive Director People Culture & Brand
	5.2 Create and implement anti- discrimination policy and protocols that apply to all MercyCare staff.	Jan 2024	Executive Director People Culture & Brand
	5.3 Educate senior leaders on the effects of racism through external training, seminars, and webinars.	June 2025	Executive Director People Culture & Brand
	5.4 Identify and utilise external providers for the implementation of anti-discrimination strategies and training.	June 2024	Executive Director People Culture & Brand



Our Approach **RESPECT**

To be culturally respectful and build strong connections that genuinely benefit Aboriginal and Torres Strait Islander people.

MercyCare's previous Reconciliation Action plan identified the need for our organisation to make significant progress in ensuring respect for Aboriginal Torres Strait Islander Peoples and culture, in both the type of work we do and the way that we do it. MercyCare have embedded this by introducing Acknowledgement of Country in internal meeting procedures and externally by engaging appropriate Traditional Owners/Custodians to conduct Welcome to Country. We now wish to move beyond Acknowledging Country to a deeper understanding of Country, connection to it and cultural protocols and practices.

Action	Deliverable	Timeline	Responsibility
6. Increase understanding, values & recognition of Aboriginal & Torres Strait Islander culture, histories, knowledge, & rights through cultural learning	6.1 Conduct a Cultural Audit of MercyCare accessing our current cultural learning and capability.	Feb 2024	Executive Director People Culture & Brand
	6.2 Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	June 2024	Executive Director People Culture & Brand
	6.3 Provide opportunities for Aboriginal Pathway and RAP Implementation Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	June 2025	Executive Director People Culture & Brand
	6.4 All members of the Leadership Group to complete mandatory Aboriginal Cultural Awareness Training within their first 12 months of employment.	Jan 2024	Executive Director People Culture & Brand
	6.5 Aboriginal Cultural Learning to be included in all staff and volunteer orientation and onboarding.	July 2024	Executive Director People Culture & Brand
	6.6 Support senior leaders to participate in ongoing formal and informal Aboriginal cultural learning.	June 2025	Executive Director People Culture & Brand
	6.7 Research, write and communicate the Sisters of Mercy and MercyCare's historic engagement with Aboriginal people.	June 2024	Executive Director People Culture & Brand
	6.8 Introduction of mandatory Aboriginal Cultural Awareness training for leaders will be offered in line with a Cultural Learning Framework to facilitate a better understanding of Aboriginal culture, traditions, diversity and history, including the impact of colonisation.	June 2024	Executive Director People Culture & Brand

Action	Deliverable	Timeline	Responsibility
7. Demonstrate respect to Aboriginal & Torres Strait Islander Peoples observing Cultural Protocols	7.1 Increase staff's understanding of the purpose and significance behind cultural protocols for Welcome to Country and Acknowledgement of Country.	Feb 2024	Executive Director People Culture & Brand
	7.2 Invite local Traditional Owners/Custodians to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	June 2025	Executive Director Family & Community Services
	7.3 Continue practices of Acknowledgment to Country at all MercyCare meetings.	June 2025	Executive Director Family & Community Services
	7.4 Display an Acknowledgement of Country plaque, Aboriginal and Torres Strait Islander flags and develop local Aboriginal artwork or equivalent means of communicating stories of cultural connection to place, at all MercyCare sites.	June 2025	Chief Financial Officer
	7.5 Ensure all meeting rooms across MercyCare have Acknowledgement of Country information and cards.	June 2025	Executive Director People Culture & Brand
	7.6 Conduct an audit of MercyCare's artwork acquisitions and publish a MercyCare Aboriginal Artwork Booklet for internal and external promotion.	June 2025	Executive Director Family & Community Services
8. Build respect for Aboriginal & Torres Strait Islander cultures & histories by celebrating NAIDOC Week	8.1 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	July 2024 & 2025	Executive Director Family & Community Services
	8.2 Promote and encourage participation in external events through various mediums based around NAIDOC week.	July 2024 & 2025	Executive Director Family & Community Services
	8.3 Where possible invite all Perth based Aboriginal Staff to attend a significant Perth NAIDOC week event such as the Ball.	July 2024 & 2025	Executive Director Family & Community Services
	8.4 Aboriginal Pathway and RAP Implementation Group to participate in an external NAIDOC Week event.	July 2024 & 2025	Executive Director Family & Community Services
	8.5 Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2024 & 2025	Executive Director Family & Community Services
	8.6 During NAIDOC Week conduct an all-staff survey on awareness and understanding of RAP deliverables and outcomes.	July 2024 & 2025	Executive Director Family & Community Services



Our Approach **OPPORTUNITIES**

MercyCare is committed to identifying and creating opportunities for Aboriginal and Torres Strait Islander people throughout all levels of the organisation.

MercyCare's employment and procurement strategies demonstrate our commitment towards closing the gap between Aboriginal and Torres Strait Islander people and other Australians and will continue to enhance the development of cultural capability of its staff and volunteers. MercyCare will continue to build a workplace culture that values authentic relationships with Aboriginal and Torres Strait Islander peoples and their families and communities.

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development	9.1 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2024	Executive Director People Culture & Brand
	9.2 Develop an Aboriginal Recruitment, Retention and Career Development strategy, with the introduction of new employment initiatives to increase Aboriginal Employees across all programs and directorates.	June 2024	Executive Director People Culture & Brand
	9.3 Identify and support career and professional development opportunities for Aboriginal and Torres Strait Islander People.	June 2024	Executive Director People Culture & Brand
	9.4 Review recruitment processes and remove barriers to Aboriginal and Torres Strait Islander participation in our workplace in accordance with Section 51.	June 2024	Executive Director People Culture & Brand
	9.5 Advertise job vacancies to Aboriginal and Torres Strait Islander stakeholders, communities and recruitment specialists.	Feb 2024	Executive Director People Culture & Brand
	9.6 Increase Aboriginal and Torres Strait Islander people employed at MercyCare at all levels across the organisation to 3% of the workforce.	June 2025	Executive Director People Culture & Brand
	9.7 Explore the appointment of a suitably qualified Aboriginal person to the MercyCare Board.	June 2025	Chair of Company Members
	9.8 Develop and deliver specific supervision training for line Managers of Aboriginal staff.	Jan 2024	Executive Director People Culture & Brand



Action	Deliverable	Timeline	Responsibility
10. Increase Aboriginal and Torres Islander supplier diversity to support improved economic and social outcomes	10.1 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2024	Chief Financial Officer
	10.2 Develop and implement a strategy to increase the procurement of goods and services from Aboriginal and Torres Strait Islander businesses, with awareness of profit being given to Aboriginal people.	Jan 2024	Chief Financial Officer
	10.3 Continue our membership with Supply Nation.	June 2025	Chief Financial Officer
	10.4 Investigate local Aboriginal procurement and business networks to develop new commercial relationships.	June 2024	Chief Financial Officer
	10.5 Promote opportunities for the procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	June 2025	Chief Financial Officer
11. Implement an ongoing State-wide Social and Emotional Wellbeing Sponsorship/ Donation Funding Program	11.1 Establish relationships with recipients of MercyCare's Sponsorship and Donation program in the delivery of identified social and emotional wellbeing initiatives.	June 2025	Executive Director Family & Community Services
	11.2 Continue Bi-Annual Sponsorship and Donation Program.	June 2025	Executive Director Family & Community Services

Our Approach **GOVERNANCE**

To continue to work in partnership with communities, organisations, and individuals to build a stronger and more active foundation where Aboriginal and Torres Strait Islander voices are heard and to shape the services we deliver.

MercyCare is committed to working together with Aboriginal and Torres Strait Islander peoples to create a world where all thrive. We believe that building respectful, meaningful and strong relationships are essential to support us to develop our internal cultural capability, to uphold self-determination and to improve our responsiveness to the needs of Aboriginal and Torres Strait Islander peoples and their communities with whom we work.

Action	Deliverable	Timeline	Responsibility
12. Maintain an effective Aboriginal Pathway and Reconciliation Implementation Working Group to drive governance of the RAP	12.1 Maintain Aboriginal and Torres Strait Islander representation on the Aboriginal Pathway and Reconciliation Implementation Working Group.	June 2025	Executive Director Family & Community Services
	12.2 Meet at least four times per year to drive and monitor RAP implementation.	Jan, May, Sept & Dec 2024; Apr, June, Aug & Nov 2025	Executive Director Family & Community Services
	12.3 Review the Terms of Reference for the Aboriginal Pathway and Reconciliation Implementation Working Group.	Nov 2023	Executive Director Family & Community Services
	12.4 Review the Terms of Reference (ToR) of the Aboriginal Pathway and Reconciliation Implementation Working Group to oversee the effective endorsement and launch of the MercyCare RAP.	Nov 2023	Executive Director Family & Community Services
13. Provide appropriate support for effective implementation of RAP commitments	13.1 Define resource needs for RAP implementation.	June 2025	Executive Director Family & Community Services
	13.2 Define and maintain appropriate systems to track, measure and report on RAP commitments.	June 2025	Executive Director Family & Community Services
	13.3 At Leadership forums showcase senior leaders and staff commitments to the RAP which have delivered outcomes.	June 2025	Executive Director Family & Community Services
	13.4 Monitor, measure and report on RAP commitments on a quarterly basis.	Dec 2023; Mar, June, Sept & Dec 2024; Mar, June, Sept & Dec 2025	Executive Director Family & Community Services
	13.5 Executive Director Family and Community Services to stay accountable as the internal RAP champion.	June 2025	Executive Director Family & Community Services

Action	Deliverable	Timeline	Responsibility
14. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally	14.1 Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2024 & 2025	Executive Director Family & Community Services
	14.2 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	Aug 2024 & 2025	Executive Director Family & Community Services
	14.3 Publicly report our RAP achievements, challenges and learnings, annually.	June 2024	Executive Director Family & Community Services
	14.4 Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	Sept 2024 & 2025	Executive Director Family & Community Services
	14.5 Report RAP progress to all staff, senior leaders and board, quarterly from implementation.	Sept 2024	Executive Director Family & Community Services
	14.6 Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	Executive Director Family & Community Services
	14.7 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2025	Executive Director Family & Community Services
15. Continue our reconciliation journey by developing our next RAP	15.1 Register via Reconciliation Australia website to begin developing our next RAP.	Apr 2025	Executive Director Family & Community Services
	15.2 Liaise with senior leaders, Aboriginal Pathway network and Aboriginal Reference Group to determine any changes to commitments under the new RAP.	June 2025	Executive Director Family & Community Services
	15.3 Send the new Draft RAP to Reconciliation Australia for review and feedback.	June 2025	Executive Director Family & Community Services
	15.4 Submit final draft RAP to Reconciliation Australia for formal endorsement.	Sept 2025	Executive Director Family & Community Services

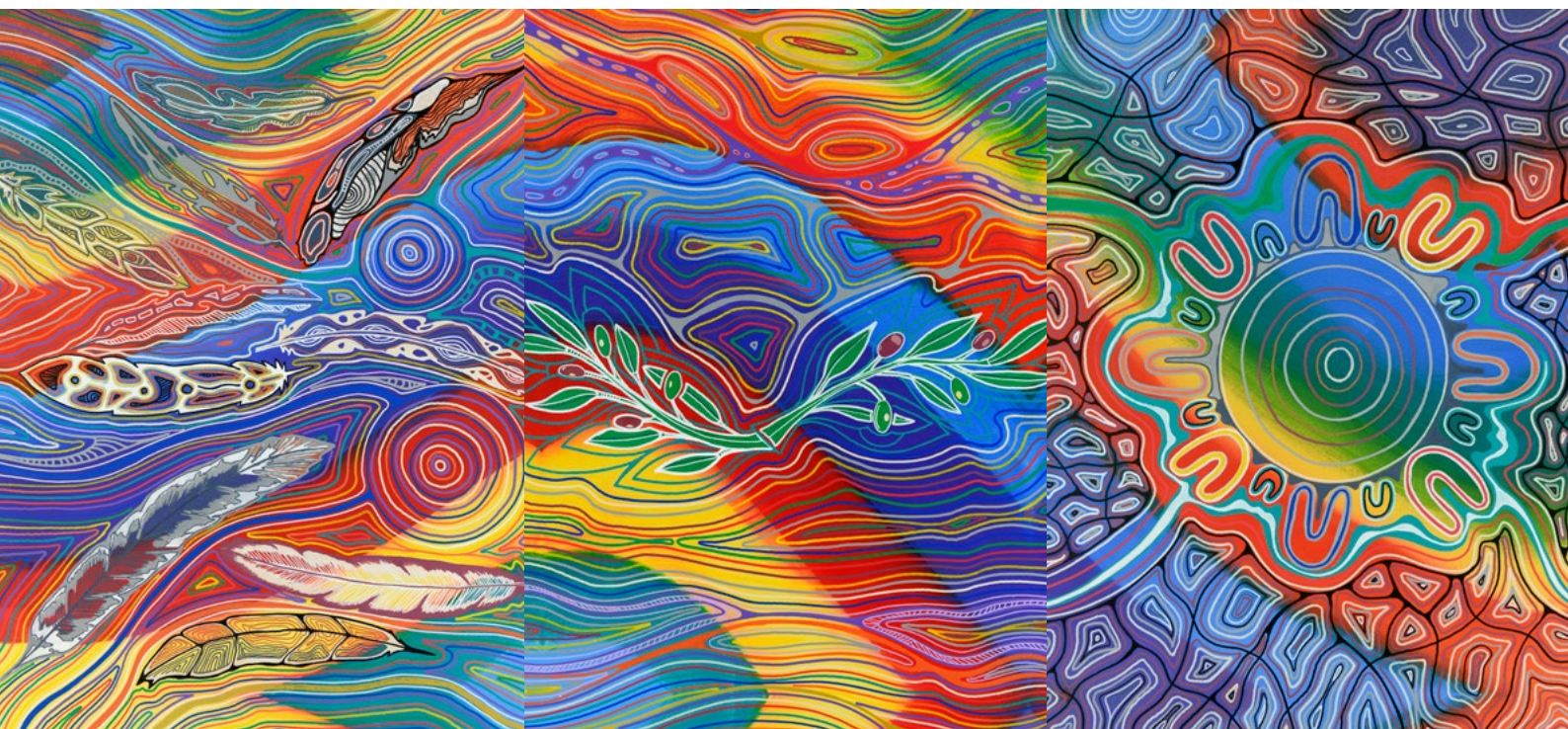
Conclusion

MercyCare is progressing its Aboriginal Pathway and Reconciliation journey in collaboration with Aboriginal people, Aboriginal Elders, leaders, staff and volunteers. We remain committed to this journey because it is strongly aligned to our mission, ethos and values and as vital and necessary in realising our vision for all peoples and communities to thrive. We recognise we have a lot to learn.

For enquiries, please contact Manager Aboriginal Pathways Strategies:

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Courage

Doorn-doorn Karak

We promote strong mind and spirit that faces up to and engages with challenges.

Integrity

Karmant Boorn Nodjam

We are honest, genuine, accountable, and reliable.

Respect

Karlup

We value the inherent worth of each person and the natural environment.



Justice

Moort Bidi

We recognise everyone's right to a fair share of resources and opportunities.

Compassion

Kadjinyiny Koort

We respond with open hearts and minds to people's needs.

Excellence

Ngalak Moorditj Kolbang

We strive for outstanding performance and creativity.



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