



Innovate Reconciliation Action Plan

August 2022 – August 2024




CATHOLIC
EDUCATION
WESTERN AUSTRALIA



RECONCILIATION
ACTION PLAN

INNOVATE



Catholic Education Western Australia Limited (CEWA) acknowledges the Traditional Owners of the lands on which we live, learn and work. CEWA acknowledges the continued deep spiritual connection and relationship of Aboriginal people to country and commits to the ongoing journey of reconciliation.



Statement

Dr Debra Sayce,

*Executive Director, Catholic Education
Western Australia Limited*



In accordance with Catholic Social Teaching, Catholic Education Western Australia Ltd (CEWA) recognises the dignity of all people by healing the hurts and wrongs of the past and being present in a spirit of mercy, love, justice, forgiveness and peace.

The Bishops' Mandate calls all CEWA offices to witness for Christ and promote Gospel values leading to reconciliation and justice.

As this is the third Reconciliation Action Plan (RAP) for the office staff of CEWA, it provides a detailed reflection of our RAP journey to date and further examines our sphere of influence, whereby this document can assist CEWA offices and Catholic schools alike on their reconciliation journey. The RAP also links to our organisation's Quality Catholic Education (QCE) Framework, which guides our CEWA system to improve by ensuring data-rich and evidence-based processes are utilised.

Our CEWA Office staff are on different Country across Western Australia – from the dioceses of Broome, Bunbury, Geraldton and Perth. We have been more open in acknowledging the past histories of Aboriginal and Torres Strait Islander peoples while providing opportunities for all staff to again a deeper understanding and respect for all. In 2021, CEWA celebrated 50 years as a system of schools. To commemorate this significant year, CEWA commissioned Mr Kevin Bynder, a Whadjuk-Yuet-Ballardong artist to create a painting that reflects the story of Catholic education in Western Australia. The artwork was subsequently interpreted as a stained-glass installation located at the entrance of the Leederville Office. The artwork of Mr Bynder features in this document.

Thank you to the committed staff who oversaw the development of this third RAP. As we continue our Innovate RAP journey, let us reflect on the important progress we have made to date, and ensure we continue this momentum during our journey of reconciliation together.

Dr Debra Sayce

Executive Director

Catholic Education Western Australia Limited



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Artwork by Kevin Bynder commissioned for CEWA's 50 year celebrations and the stained glass interpretation, by Kim Fitzpatrick from Traditional Stainless Glass, installed at the Catholic Education Office in Leederville.



Statement

Karen Mundine,
*Chief Executive Officer
Reconciliation Australia*



Reconciliation Australia commends Catholic Education Western Australia on the formal endorsement of its third Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their

structures and diverse spheres of influence to support the national reconciliation movement.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Catholic Education Western Australia continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

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

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained

through effort and innovation are invaluable resources that Catholic Education Western Australia will continuously draw upon to create RAP commitments rooted in experience and maturity.

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

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

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

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

Congratulations Catholic Education Western Australia on your third Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
*Chief Executive Officer
Reconciliation Australia*





Our RAP Working Group Members

Name	Position at CEWA
Wayne Bull	Deputy Executive Director
Marion Baumgarten •	Senior School Community Consultant (Geraldton)
Michelle Blacklock	Senior Psychologist
Norman Brahim •	Leadership Consultant
Tanya Davies	Research and Planning Consultant
Rahul Gade	Academic Data Officer
Stephen Harris	Catechist Services Consultant
Diana Jans	Religious Education Consultant (Broome)
Lesley Joliffe	Senior Archivist
Vanessa Lyon	Religious Education Consultant
Eveline Masco	Strategic Projects Officer
Kerrie Merritt	Regional Officer (Bunbury)
Amanda Murthy	Marketing and Communications Officer
Dalton Ryan	Employment Relations Consultant
Anna Sheehy	Religious Education Consultant
Jacinta Taylor-Foster •	Digital Services Co-ordinator

• Aboriginal and Torres Strait Islander community members



Photos: CEWA staff at the annual Commissioning Mass smoking ceremony, and the Catholic Education Office in West Leederville lit up in purple as part of National Reconciliation Week activities



Our Vision for Reconciliation

The offices of Catholic Education Western Australia (CEWA) celebrate diversity, uphold equality, and recognise and respect Aboriginal and Torres Strait Islander peoples as the First Australians.

Our vision for reconciliation is one of mutual respect and deep solidarity between Aboriginal and Torres Strait Islander peoples and those with differing heritage. In accordance with Catholic Social Teaching, we are communities faithful to recognising the dignity of all people by healing the hurts and wrongs of the past and being present in a spirit of mercy, love, justice, forgiveness and peace.

All CEWA offices are committed to enhancing the lives and rights of First Australians by incorporating Aboriginal and Torres Strait Islander perspectives and promoting an understanding and appreciation of past and contemporary histories, cultures, and spirituality. We acknowledge the responsibility to build a society together that will benefit all people by not simply promoting our own good but look to the common good.

As we continue our journey of reconciliation, we remain faithful to listening to the voices of Aboriginal and Torres Strait Islander peoples and to the voice of the Holy Spirit.



Photo: CEWA staff planting native Australian bush tucker plants at the office in West Leederville

Our Business

Catholic Education Western Australia Limited (CEWA) provides primary and secondary education to approximately 74,000 students in 158 schools across Western Australia and is accountable to the Bishops of Western Australia, State and Commonwealth Governments, as well as their local communities

Catholic schools are supported by four offices (1 metropolitan and 3 regional offices) which are on the lands of the Jukun (Broome), Kaniyang (Bunbury), Amangu (Geraldton) and Whadjuk (Perth) Aboriginal and Torres Strait Islander peoples. In total, 356 staff, including 16 Aboriginal and/or Torres Strait Islander employees (two cadets and one senior leader) are employed by CEWA to fulfill a diverse range of roles across the state. CEWA aims to create an educational system (as stated by the vision statement) comprised of Christ-centred and child-focused communities of engaged learning environments, inspiring all to actively live the Gospel. Four key priority areas have been set out in the [CECWA Strategic Directions](#) to achieve this vision; they are – *Inspired Christ-centred Leaders, Catholic Schools of Excellence, Community and Stewardship*.

Underpinning the priority areas is the *Quality Catholic Education Framework*. This Framework serves to guide CEWA system improvement by ensuring data-rich and evidence-based processes are utilised.



Our RAP

The CEWA RAP Working Group (RWG) has now developed our third CEWA office RAP and is progressing through the Innovate phase. This RAP aims to build on the focus of our last by updating actions to address areas where progress was not made and by creating new actions where the RWG saw a need to assist staff on their reconciliation journey. The current RWG is comprised of Aboriginal and non-Aboriginal CEWA office staff from across the State and a range of roles.

Reflecting on our RAP journey to date, as an organisation we have been more open in acknowledging the past histories of Aboriginal and Torres Strait Islander peoples while also providing more opportunities for all staff to gain a deeper understanding and respect for all. One of our most thought-provoking events was when all CEWA offices joined together for a Staff Development Day during the 2021 National Reconciliation Week. We commenced the day with a Liturgy of Lament that provided all CEWA Office staff the opportunity to collectively acknowledge the pain, anger and sadness of the treatment of Aboriginal and Torres Strait Islander peoples. Below are shared personal reflections from CEWA office staff on this day. These statements remind us that whilst continuing to reflect on the past is important, together we also need to demonstrate action so we can continue to grow on our reconciliation journey:

“ Remembering that the journey of reconciliation is not of leading or following but ‘walking with’.

Just saying sorry is not enough. One hopes that with reconciliation comes responsibility.

To act with respect and dignity... not to respond superficially but with wholehearted integrity and love. ”

Other actions we have implemented since our last RAP:

- established Terms of Reference for the RWG, which will be regularly reviewed and updated (if required)
- publicly show our commitment to reconciliation through sponsoring National Reconciliation Week banners in Perth
- deepen our understanding of local Aboriginal and Torres Strait Islander peoples across all offices through shared experiences and Acknowledgment of Country at the commencement of meetings (online and face to face) and professional development days
- connecting protocols of Acknowledgement of Country with the faith and story of each school communities
- sharing information on significant dates for Aboriginal and Torres Strait Islander peoples
- developed a Relationship Management Database to capture the mutually beneficially relationships between CEWA offices and Aboriginal and Torres Strait Islander stakeholders and organisations.



Our RAP (continued)

Since the launch of our inaugural RAP (in 2016), our organisation has made important gains in realising its vision for reconciliation. Below are three case studies that demonstrate our recent growth, particularly on the understanding of our sphere of influence:

1. Development of the Relationship Management Strategy

The CEWA office RWG formed a Stakeholder subgroup to develop what came to be known as an Aboriginal organisation Relationship Management Strategy. This aimed to ensure that CEWA offices relationships with Aboriginal and Torres Strait Islander organisations were less ad hoc and more authentic. The Stakeholder subgroup undertook an audit to identify currently engaged and potential Aboriginal and Torres Strait Islander organisations and businesses with which CEWA office could partner in a mutually beneficial relationship. This led to the creation of the Relationship Management Database, a tool to document relevant agency information and details such as purpose, important contacts, etc. The Stakeholder subgroup then reached out to these organisations with an invitation to formalise a relationship with the CEWA office. Whilst not all organisations responded, numerous did, with the intention of this RAP to follow up with those that did not respond and ensure engagement occurs with organisations that have responded. Protocols were developed (Relationship Management Guidelines) to guide CEWA office staff when approaching the various Aboriginal and Torres Strait Islander organisations.

Suitable personnel were identified and invited to manage the relationships with each Aboriginal and Torres Strait Islander organisation. This approach has ensured that connections are more authentic, and it has provided a way for engaging and sustaining relationships. These connections have been important during the COVID-19 pandemic, particularly for the CEWA office in Broome. With 7 of the 13 Catholic schools in the Diocese sole providers of education for the local Aboriginal and Torres Strait Islander community, mutually beneficial relationships have occurred with numerous stakeholders such as WA Public Health, Kimberley Aboriginal Medical Services, Department of Communities, Kimberley District Leadership Group, and Aboriginal and Torres Strait Islander Community Councils. Each day these key stakeholders, along with many more, have met to discuss, update and plan where and how to respond to prioritise health and safety needs of Aboriginal and Torres Strait Islander communities across the region. Resourcing is one where the critical support of CEWA office staff has been key in providing continuity of education, consistency and understanding of messaging, signage, process, engagement of students whilst frontline service personnel can continue their work with children. The sharing of what is happening on the ground for each Aboriginal and Torres Strait Islander community, and related information-support of the above stakeholders, has been inspirational, a sense of purpose and unification as a team.

Artwork "Indigenous Seasons" by Year 10's at Mandurah Catholic College, Mandurah



Our RAP (continued)

2. Connecting protocols of Acknowledgement of Country with faith and story of each community

Each Catholic school across Western Australia has its own Faith, Story and Witness program whereby new staff have opportunity to attain an understanding of the faith story associated with their Catholic school. The CEWA regional office based in Bunbury provides support and assistance to 27 Catholic schools. The CEWA office staff researched together with the Aboriginal Education Team to identify the Traditional Owners of the land in which each Catholic school stands. This information ensures that office staff can pay their respects when undertaking school visits. The CEWA Bunbury Office have also tailored an Acknowledgement of Country for each Catholic school when conducting school visits or online meetings. These important findings were also shared with each school to ensure that they correctly acknowledge the Country their school sits on and is also incorporated into their school's Faith, Story and Witness program. The RWG would now like to extend this process across the other CEWA offices and Catholic schools.

3. The value of mentorship

The first *CEWA Aboriginal Employment Strategy* was launched in 2017. This Strategy was developed in response to low levels of participation of Aboriginal and Torres Strait Islander people within our organization, an observation which did not meet the aspirations of CEWA nor wider community





Our RAP (continued)

expectations. CEWA currently offers three programs that support the *CEWA Aboriginal Employment Strategy* – Cadetships, Traineeships and Aboriginal Educator Scholarships. A critical feature within these programs is the provision of mentorship by a CEWA Leadership Consultant. As these programs have now been running for several years, we have seen Aboriginal and Torres Strait Islander staff numbers grow in number and ambition. In this

RAP, we will continue to review and update the CEWA Aboriginal Employment Strategy to ensure it is still attracting, retaining and investing in the development of Aboriginal and Torres Strait Islander employees. Two graduated cadets, who are now teachers in Catholic schools, provide the following reflections which highlights how the program has assisted our Aboriginal and Torres Strait Islander colleagues to flourish.

“ I did various jobs at the Catholic Education Office during my Cadetship and studies: I worked in the kitchen, in payroll and administration. The Cadetship gave me the confidence to take on leadership roles. The mentoring is outstanding and I have had mentors who saw things in me I didn't see in myself. Whenever anyone asks about the Cadetship, I strongly encourage them to participate as the experience is so rich and valuable. I am currently studying for my Masters and have the ambition to become Principal one day. Catholic Education Western Australia have supported me throughout my teaching career and with their support I have achieved more than I ever thought I could achieve.

I started working as an Aboriginal Teach Assistant myself during my Cadetship and that truly ignited my passion for Aboriginal education. The Cadetship also provided invaluable networking opportunities. ”

To meet the deliverables set in this new RAP, a consistent focus is needed by not only the RAP Working Group (through its Terms of Reference) but also the wider CEWA office community, particularly senior leaders. This RAP sets out to progress our Innovate RAP by continuing our reconciliation journey whilst also measuring new initiatives and documents that have been developed, with a particular focus on further examining our sphere of influence. To achieve this, the Deputy Executive Director is now responsible for championing our RAP and the RAP Working Group requires representation from each CEWA Directorate and at least two Aboriginal staff members.





Relationships

The Bishops' Mandate calls all CEWA offices to witness for Christ and promote Gospel values leading to reconciliation and justice. Building strong relationships between all Australians is a necessary response to this call. All CEWA offices recognise present and past injustices experienced by Aboriginal and Torres Strait Islander peoples and acknowledges a moral obligation for non-Aboriginal CEWA office employees to build and develop connections, and be informed by culturally safe practices in governance, communication, learning and engagement.

As this is our third RAP, we will continue to build on relationships we have established to date, such as further utilisation of online platforms to reach all CEWA office staff, and by further creating networks between CEWA offices and Catholic schools.

Focus area:

[Quality Catholic Education Framework:](#)

Catholic Identity Pillar (1.2a):

We ensure that language, discourse and relationships reflect the Catholic social teaching principles of subsidiarity, co-responsibility, common good, participation and equity.

Community Pillar (3.1a, 3.1d, 3.3b):

- We commit to Christ-like relationships that accompany students through their development within our school communities, including through the following:
 - Dignity of the Human Person: through our inclusive practices, we welcome and celebrate the uniqueness and diversity of each person formed in the image of God.
 - Transforming Lives: we recognise Aboriginal people as the custodians of the land as a priority, commit to providing educational opportunities to Aboriginal children to enable them to reach their full potential with a strong sense of identity and agency. We demonstrate respect for Aboriginal culture and traditions.
- We engage and partner with other Church and community organisations, including other educational providers.

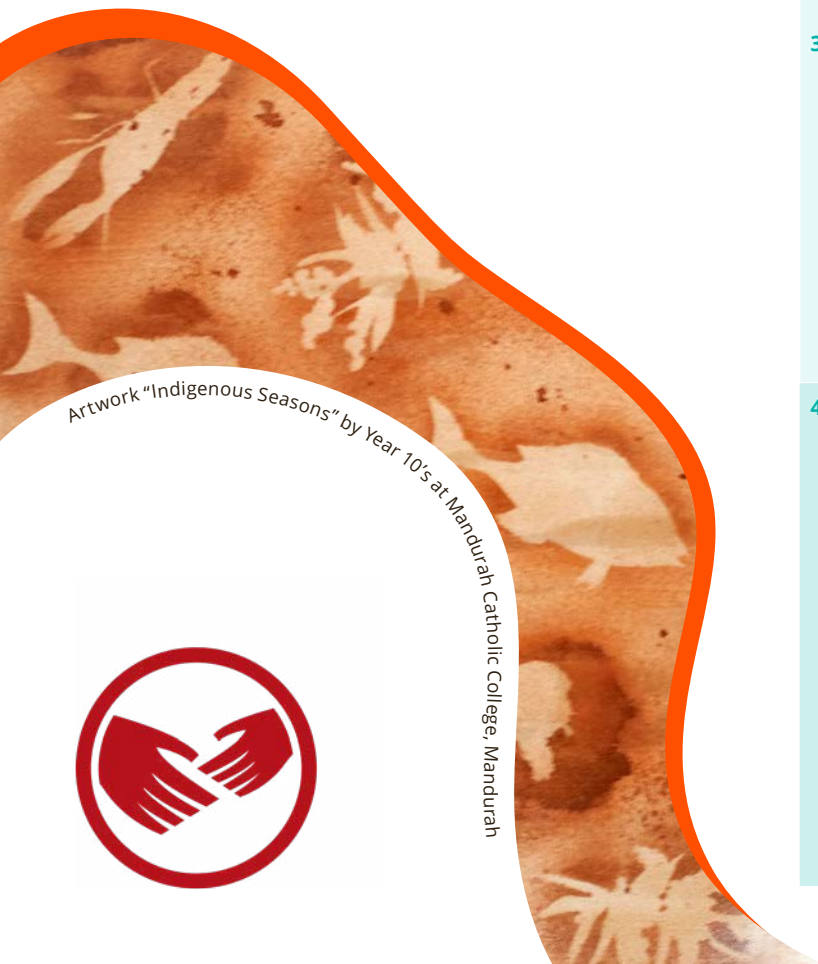
Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Continue to meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	February 2023	Deputy Executive Director
	• Expand and maintain an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations across all CEWA offices.	February 2024	Deputy Executive Director
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May annually	Deputy Executive Director
	• RAP Working Group members to participate in an external NRW event.	27 May – 3 June, annually	Deputy Executive Director

Artwork "Indigenous Seasons" by Year 10's at Mandurah Catholic College, Mandurah





Relationships (continued)



Artwork "Indigenous Seasons" by Year 10's at Mandurah Catholic College, Mandurah

Action	Deliverable	Timeline	Responsibility
2. Build relationships through celebrating National Reconciliation Week (NRW). <i>(continued)</i>	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May – 3 June, annually	Deputy Executive Director
	<ul style="list-style-type: none"> Organise at least one NRW event each year. 	27 May – 3 June, annually	Deputy Executive Director
	<ul style="list-style-type: none"> Register all our NRW events on Reconciliation Australia's NRW website. 	May annually	Deputy Executive Director
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce. 	February 2023	Deputy Executive Director
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly. 	February 2023	Deputy Executive Director
	<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. 	February 2023	Deputy Executive Director
	<ul style="list-style-type: none"> Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation. 	February 2023	Deputy Executive Director
	<ul style="list-style-type: none"> Develop and communicate a CEWA calendar that highlights important events (office-based, Church, Reconciliation, Human Rights), including key dates of significance for Aboriginal and Torres Strait Islander peoples. 	February 2023	Director - Religious Education
	<ul style="list-style-type: none"> Create networks between CEWA offices and Catholic schools to promote and encourage reconciliation and to provide support on their RAP journey. 	April 2024	Deputy Executive Director
	<ul style="list-style-type: none"> Ensure representation from the RWG at Reconciliation WA's <i>Reconciliation Industry Network Group (RING) – Reconciliation in Education</i> meetings and other key events. 	February 2024	Deputy Executive Director
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	February 2023	Director - People, Capability and Wellbeing
	<ul style="list-style-type: none"> Develop, implement and communicate an anti-discrimination policy for our organisation. 	February 2024	Director - People, Capability and Wellbeing
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. 	August 2023	Director - People, Capability and Wellbeing
	<ul style="list-style-type: none"> Educate senior leaders on the effects of racism. 	April 2024	Director - People, Capability and Wellbeing
	<ul style="list-style-type: none"> Promote the <i>United Nations: International Day for the Elimination of Racial Discrimination</i> SharePoint site via linking it to the RAP SharePoint 	December 2022	Deputy Executive Director



Respect

Respect for human dignity is a fundamental teaching of the Catholic faith, based on the belief that all are made in the image and likeness of God.

All CEWA offices recognise that Aboriginal and Torres Strait Islander peoples are the First Australians and have the longest continuous cultures in human history. The CEWA offices are committed to further developing staff understanding, with a view to enhancing appreciation and acknowledgement of Aboriginal and Torres Strait Islander peoples, histories and cultures. The CEWA offices also promote cultural security to ensure a respectful workplace for all staff.

Focus area:

[Quality Catholic Education Framework:](#)

Catholic Identity Pillar (1.1e, 1.1f, 1.2a):

- We commit to:
 - recognising, celebrating and leveraging the contributions of the laity and religious orders and their charisms in witnessing to mission of Catholic Education and its faith story
 - displaying meaningful and distinctly Catholic icons and symbols which are visible in both internal and external environments.
- We ensure that language, discourse and relationships reflect the Catholic social teaching principles of subsidiarity, co-responsibility, common good, participation and equity.

Community Pillar (3.1a, 3.1c, 3.1d):

- We commit to Christ-like relationships that accompany students through their development within our school communities, including through the following:
 - Dignity of the Human Person: through our inclusive practices, we welcome and celebrate the uniqueness and diversity of each person formed in the image of God.
 - Pastoral Care: we take proactive steps to provide for the pastoral needs of our students and staff. With Christ as our foundation, holistically we place the spiritual, physical and mental wellbeing of each person as a priority.
 - Transforming Lives: we recognise Aboriginal people as the custodians of the land as a priority, commit to providing educational opportunities to Aboriginal children to enable them to reach their full potential with a strong sense of identity and agency. We demonstrate respect for Aboriginal culture and traditions.

Stewardship Pillar (4.1c):

- We acknowledge that our staff are our most important and valued resource. We care for our staff through the provision of quality human resource practices which reflect Catholic social teachings.

Artwork "Indigenous Seasons" by Year 10's at Mandurah Catholic College, Mandurah





Respect (continued)



Artwork "Indigenous Seasons" by Year 10's at Mandurah Catholic College, Mandurah

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Responding to an audit (Stage One of the CEWA Cultural Security Project), the development of a cultural learning strategy within our organisation will be supported by the RWG. 	February 2023	Deputy Executive Director
	<ul style="list-style-type: none"> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy. 	August 2023	Deputy Executive Director
	<ul style="list-style-type: none"> Support the implementation of the CEWA Cultural Security Project (currently in development and including a cultural learning strategy), to ensure that our CEWA offices are culturally responsive. 	April 2024	Deputy Executive Director
	<ul style="list-style-type: none"> Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning. 	April 2024	Director - People, Capability and Wellbeing
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	February 2023	Deputy Executive Director
	<ul style="list-style-type: none"> Continue to implement and communicate our CEWA office cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. 	August 2023	Deputy Executive Director
	<ul style="list-style-type: none"> Invite local Traditional Owners to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, including new school openings. 	February 2023	Deputy Executive Director
	<ul style="list-style-type: none"> Include an Acknowledgement of Country or other appropriate protocols at the commencement of all formal meetings. 	February 2023	Deputy Executive Director
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	First week in July annually	Deputy Executive Director
	<ul style="list-style-type: none"> Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. 	June 2023 June 2024	Director - People, Capability and Wellbeing
	<ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events to all staff. 	First week in July annually	Deputy Executive Director
8. Continue to create connections with Aboriginal and Torres Strait Islander cultures and histories within all CEWA offices.	<ul style="list-style-type: none"> Research and promote the local Aboriginal and Torres Strait Islander histories of each CEWA office. 	February 2023	Director - Religious Education; and Director - Finance, Infrastructure and Digital Technology
	<ul style="list-style-type: none"> Display plaques and signs acknowledging the local Traditional Owners at each CEWA office. 	August 2023	Director - Finance, Infrastructure and Digital Technology
	<ul style="list-style-type: none"> Continue to display and promote Aboriginal and Torres Strait Islander art and icons at each CEWA office. 	February 2024	Director - Finance, Infrastructure and Digital Technology
	<ul style="list-style-type: none"> Research online resources and agencies that can assist in guiding CEWA office staff to acknowledge Aboriginal and Torres Strait Islander peoples in CEWA office liturgies. 	February 2023	Director - Religious Education
	<ul style="list-style-type: none"> Promote and connect CEWA office staff with online resources and agencies (for example: Aboriginal Catholic Ministry, NATSICC), through the Evangelisation Committee's SharePoint site. 	August 2023	Director - Religious Education



Opportunities

All CEWA offices recognise the historic and present injustices of Aboriginal and Torres Strait Islander peoples and are called to provide preferential treatment for the marginalised in our society. We acknowledge that this can be achieved by CEWA office staff through demonstrating ongoing awareness, engagement, and action with reconciliation in our work.

Our Catholic education system has a strong presence across the state of Western Australia, from Kununurra in the Kimberley region to Esperance in the Great Southern region, and a long and entwined history with many Aboriginal and Torres Strait Islander communities. This positions CEWA on a strong platform to further explore and create mutually beneficial relationships with local communities.

Within the Catholic education system, evidence of this work is demonstrated through the [Transforming Lives Strategy 2025](#) (TLS2025), a multifaceted initiative focusing on strengthening relationships between Catholic schools and their local Aboriginal and Torres Strait Islander community. The TLS2025 sets out Four Bold Goals to be reached by 2025 which are as follows:

1. All Catholic schools will be Culturally Competent.
2. Double Aboriginal and Torres Strait Islander student enrolments from 2,500 to 5,000.
3. Increase Aboriginal and Torres Strait Islander Year 12 graduations from 100 to 250.
4. Increase the percentage of Aboriginal and Torres Strait Islander students achieving the minimum literacy and numeracy standard from 75% to 90%.

Through the TLS2025, CEWA offices support school leadership to progress Aboriginal education school improvement, ultimately resulting in stronger cultural competencies and increased Aboriginal and Torres Strait Islander student enrolments and retention. This Innovate RAP will promote the TLS2025 to raise its profile, develop staff awareness and encourage CEWA office staff to continue to actively engage with this initiative.

Focus area:

[Quality Catholic Education Framework:](#)

Community Pillar (3.1d, 3.1e):

- We commit to Christ-like relationships that accompany students through their development within our school communities, including through the following:
 - Transforming Lives: we recognise Aboriginal people as the custodians of the land as a priority, commit to providing educational opportunities to Aboriginal children to enable them to reach their full potential with a strong sense of identity and agency. We demonstrate respect for Aboriginal culture and traditions.
 - Code of Conduct: we require all members of our school and office communities, staff, religious, clergy, students, parents, caregivers and volunteers to adhere to the CEWA Code of Conduct.

Stewardship Pillar (4.3d):

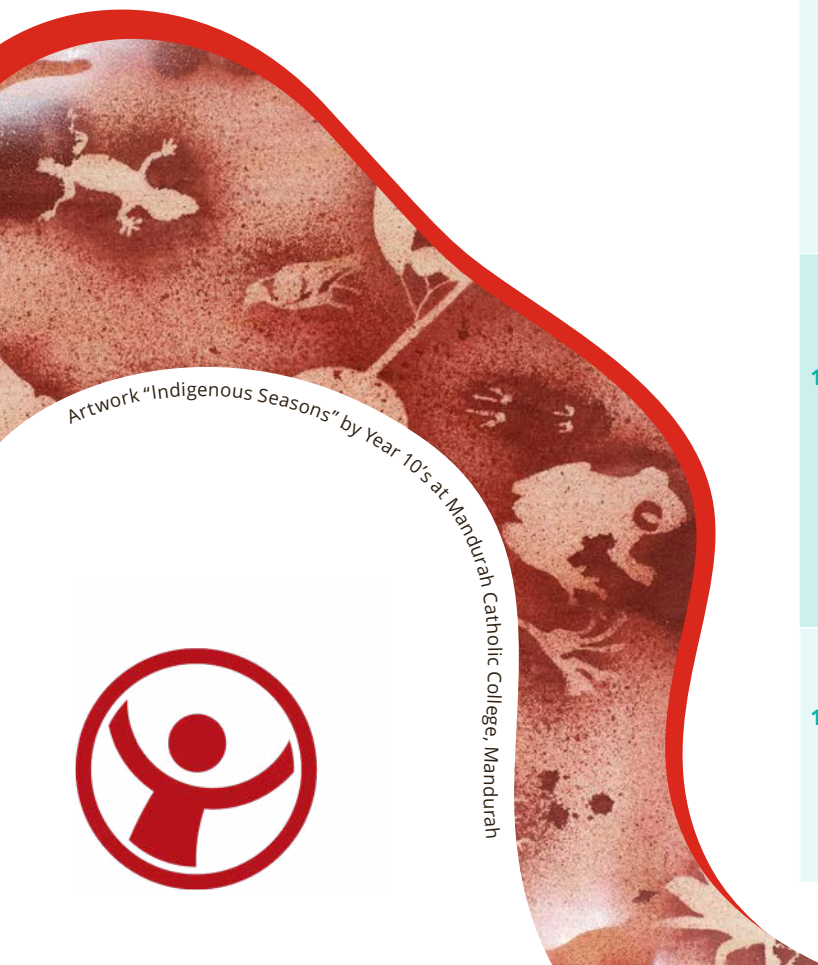
- We ensure that all Catholic schools and offices commit to the procurement practices which reflect Catholic social teaching.

Artwork "Indigenous Seasons" by Year 10's at Mandurah Catholic College, Mandurah





Opportunities (continued)



Artwork "Indigenous Seasons" by Year 10's at Mandurah Catholic College, Mandurah

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment and support structures within CEWA.	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	February 2023	Director - People, Capability and Wellbeing
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy. 	February 2023	Director - People, Capability and Wellbeing
	<ul style="list-style-type: none"> Review and update an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. 	February 2023	Director - People, Capability and Wellbeing
	<ul style="list-style-type: none"> Continue to advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. 	February 2023	Director - People, Capability and Wellbeing
	<ul style="list-style-type: none"> Continue to review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	February 2023	Director - People, Capability and Wellbeing
	<ul style="list-style-type: none"> Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce. 	August 2024	Director - People, Capability and Wellbeing
	<ul style="list-style-type: none"> Continue to inform senior leaders on opportunities to host Aboriginal and Torres Strait Islander traineeships and cadetships in their respective team. 	February 2023	Director - People, Capability and Wellbeing
	<ul style="list-style-type: none"> Continue to provide mentorship to Aboriginal and Torres Strait Islander trainees and cadets. 	February 2023	Director - People, Capability and Wellbeing
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander procurement strategy. 	March 2023	Director - Finance and Infrastructure
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	March 2023	Director - Finance and Infrastructure
	<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. 	August 2023	Director - Finance and Infrastructure
	<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	February 2024	Director - Finance and Infrastructure
	<ul style="list-style-type: none"> Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. 	March 2024	Director - Finance and Infrastructure
11. Continue to build understanding of the Transforming Lives Strategy 2025 .	<ul style="list-style-type: none"> Regularly communicate to all CEWA office staff on the progress of the <i>Transforming Lives Strategy 2025</i>. 	December 2023	Deputy Executive Director; and Director - Teaching and Learning
	<ul style="list-style-type: none"> Provide appropriate opportunities for each CEWA office to engage with the <i>Transforming Lives Strategy 2025</i>, through providing regular updates on RAP WG online platforms (SharePoint and Teams) and promoting the Cultural Security Project. 	December 2023	Deputy Executive Director; and Director - Teaching and Learning



Opportunities (continued)

Action	Deliverable	Timeline	Responsibility
12. Promote all Catholic schools to commence or continue their reconciliation journey with Aboriginal and Torres Strait Islander peoples, by creating networks between CEWA offices and Catholic schools.	<ul style="list-style-type: none"> Continue to foster and maintain relationships with Aboriginal and Torres Strait Islander peoples' stakeholders so that CEWA offices can promote networks amongst Catholic schools in the local diocese. 	December 2022	Director - People, Capability and Wellbeing; and Deputy Executive Director
	<ul style="list-style-type: none"> CEWA offices to link Aboriginal and Torres Strait Islander peoples' stakeholders with local Catholic schools so that mutually beneficial working relationships can be developed. 	December 2022	Director - People, Capability and Wellbeing; and Deputy Executive Director
	<ul style="list-style-type: none"> Encourage and support Catholic school leadership teams to develop their own RAP, via the Narragunnawali platform. 	December 2023	Director - People, Capability and Wellbeing; and Director - Teaching and Learning
	<ul style="list-style-type: none"> Host a link to Reconciliation Australia's Narragunnawali: Reconciliation in Education program on the CEWA Office website. 	December 2022	Deputy Executive Director
	<ul style="list-style-type: none"> Develop and promote an online platform for all CEWA schools to access information on reconciliation which is shared by CEWA offices. 	February 2023	Director - People, Capability and Wellbeing; and Deputy Executive Director

Photos: Santa Clara School (St James) and Infant Jesus School (Morley) collaborating on a bilingual nativity project



Artwork "Indigenous Seasons" by Year 10's at Mandurah Catholic College, Mandurah





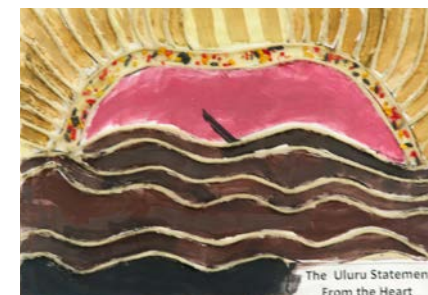
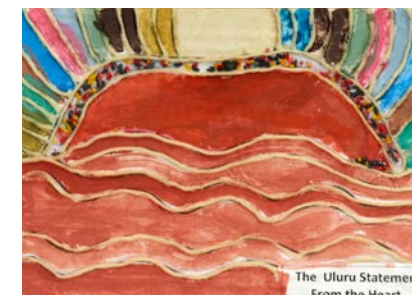
Governance

CEWA recognises that fulfilling this Innovate RAP requires a consistent focus, commitment and organisational support from all staff. The following actions will ensure accountability and progress monitoring.

This also aligns to [Quality Catholic Education Framework](#):

Catholic Identity Pillar (1.2a and 1.2b):

- We ensure that:
 - language, discourse and relationships reflect the Catholic social teaching principles of subsidiarity, co-responsibility, common good, participation and equity.
 - our decisions are Christ-centred, transparent, evidence-based and place the child as the focus.



Artworks "Uluru Statement from the Heart" by Year 2's at St Joseph's School, Kununurra



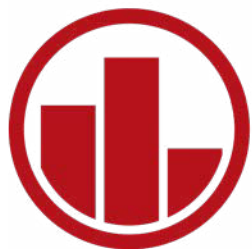
Action	Deliverable	Timeline	Responsibility
13. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation on the RWG 	October 2022 February 2023 April 2023 July 2023 October 2023 February 2024 April 2024 July 2024	Deputy Executive Director
	<ul style="list-style-type: none"> Renew and refresh Terms of Reference for the RWG. 	December 2022	Deputy Executive Director
	<ul style="list-style-type: none"> Meet at least four times per year to drive and monitor RAP implementation. 	October 2022 February 2023 April 2023 July 2023 October 2023 February 2024 April 2024 July 2024	Deputy Executive Director
	<ul style="list-style-type: none"> Maintain one representative from each CEWA regional office (3) and at least one representative from each Directorate on the RWG. 	December 2022	Deputy Executive Director
	<ul style="list-style-type: none"> RWG to oversee the launch of the new RAP across all CEWA offices. 	December 2022	Deputy Executive Director



Governance (continued)



Artwork "Indigenous Seasons" by Year 10's at Mandurah Catholic College, Mandurah



Action	Deliverable	Timeline	Responsibility
14. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	September 2022	Deputy Executive Director
	• Engage our senior leaders and other staff in the delivery of RAP commitments.	October 2022	Deputy Executive Director
	• Define and maintain appropriate systems to track, measure and report on RAP commitments.	February 2023	Deputy Executive Director
	• Appoint and maintain an internal RAP Champion from the CEWA Office Executive.	October 2022	Deputy Executive Director
15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September annually	Deputy Executive Director
	• Report RAP progress to all staff and senior leaders quarterly.	June 2023	Deputy Executive Director
	• Publicly report our RAP achievements, challenges and learnings, annually.	August 2023 August 2024	Deputy Executive Director
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	Deputy Executive Director
	• 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 annually	Deputy Executive Director
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August annually	Deputy Executive Director
16. Continue our reconciliation journey by developing our next RAP.	• Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	August 2024	Deputy Executive Director
	• Register via Reconciliation Australia's website to begin developing our next RAP.	December 2023	Deputy Executive Director

Contact details

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