



**Catholic
Education**
Diocese of Cairns



You are part of Australia and Australia is part of you. And the Church herself in Australia will not be fully the Church that Jesus wants her to be until you have made your contribution to her life and until that contribution has been joyfully received by others.”

Pope John Paul II, Alice Springs, 1986.





Message from **Diocesan Administrator**



I was lucky to be in attendance when Pope John Paul II addressed the people of Mparntwe (Alice Springs) in 1986. I felt the Holy Spirit's presence move between us that day as Pope John Paul II challenged the Australian Catholic Church to listen and learn from the Elders of these lands. Evidence of this listening was to be the joyful reception of the First Peoples' contribution to the Church. As a Church, we have slowly been working toward this realisation, most recently through the Motions from the Plenary Council in 2022 where we committed to working with First Peoples to fulfill the Uluru Statement from the Heart's call for Voice, Treaty, Truth.

I began 2023 feeling optimistic and hope-filled that the call for a Voice to Parliament, a key element of the Uluru Statement from the Heart, would be enshrined in our Constitution by the year's end. As the Nation prepared for the Referendum on 14 October, I became concerned that communities were not engaging in dialogue or deep listening, but rather were engaging in attacks on those who wanted more for the sovereign people of the lands, seas, skies and waterways that make up the country known today as Australia. I was disheartened that once again, we had not responded to the call to action, to change.

I am ever hope-filled though that the work and witness of the students and staff in our schools and colleges who are committing to truth-telling, healing and reconciliation will make a difference in the lives of the First Nations peoples of the communities where we live, work and worship. I pray that the actions outlined in Innovate Reconciliation Action Plan help us be even more intentional in these pursuits. I encourage the members of Catholic Education Diocese of Cairns to show our Nation and our World what it means to be a community committed to righting the wrongs of the past and ensuring justice for the First Peoples of the Nations that make up the Cairns Diocese.

Fr Kerry Crawley | Diocesan Administrator
Catholic Education Services – Diocese of Cairns

Message from Executive Director



On behalf of the students, staff, parents and community members who make up Catholic Education Diocese of Cairns, I acknowledge the Traditional Owners and Elders of the lands, seas, skies and waterways of the Cairns Diocese. From the Kala Lagaw Ya region of the lands and seas known as the Torres Strait in the north, to the savannah plains and rocky outcrops of the Djungan and Mbar-Barrum in the west, to the lush lands of the Gulngay and Jirrbal in the south, to the mangroves and reef of the Yidinji and Gunggandji in the East, we acknowledge that these lands, seas, skies and waterways, were, are and always will be those of the First Peoples of the spaces we now live, work and worship.

It is with a sense of both gratitude and hope that I introduce the Catholic Education Diocese of Cairns Innovate Reconciliation Action Plan 2023– 2025.

Since our inaugural Reflect RAP 2020-2022, CEDC have worked collaboratively to respond to the 14 Actions outlined in the Reflect RAP which ideated our commitment to providing culturally safe spaces for First Nations peoples to flourish. Being informed and formed by the four elements of Encounter Catholic Identity Framework (respect, connect, reflect and embrace), students, staff and parents were invited to consider the centrality of respectful relationships in nurturing communities that are based on the principles of justice, equity, consultation, democracy, and respect for human dignity. These civic duties, which we commit to and report on annually through our RAP Impact Survey, are underpinned by our commitment to Catholic Social Teachings and animated through our deep understanding of Gospel values.

In walking with and learning from the Traditional Owners and Elders of the lands on which our schools now stand we have more fully embraced the ancient wisdom and

ways of the First Peoples who have called these spaces home since time immemorial. In connecting with the country and all that lives upon it, we have become more aware of our responsibilities to care for and heal country. And in listening deeply to the voices of our youth we have come to hope for a brighter Australia, one where truth-telling, healing and reconciliation are more than words, they are a way of being.

Our youth have been integral in animating and ideating our way of reconciliation through the creation of the 30 icons. I thank the young people, their teachers and CES staff who worked collaboratively to create these images of reconciliation and hope which will fill our schools and offices.

I commend the members of the Reflect RAP Working Party who helped develop this Innovate RAP and thank in advance existing and new members who will work to ensure that there is shared commitment, shared accountability, and shared responsibility in realising this Innovate RAP. I thank Reconciliation Australia for their ongoing partnership and final endorsement of our Innovate RAP and look forward to continuing to share and celebrate the work of truth-telling, healing and reconciliation in CEDC.

I invite you to join me as we embrace this Innovate Reconciliation Action Plan over the coming 2 years.

A handwritten signature in black ink, appearing to read 'Bill Dixon'.

Mr Bill Dixon | Executive Director
Catholic Education Services – Diocese of Cairns

Message from Reconciliation Australia



Reconciliation Australia commends the Catholic Education Diocese of Cairns 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 the Catholic Education Diocese of Cairns 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, the Catholic Education Diocese of Cairns 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. The Catholic Education Diocese of Cairns 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 the Catholic Education Diocese of Cairns' 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 Catholic Education Diocese of Cairns on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine | Chief Executive Officer
Reconciliation Australia



Our business

The vision of the Catholic Education Diocese of Cairns (CEDC) is: 'to offer every student in every school a world class education enriched by their lived encounter with the Catholic faith.' Our learning experiences are grounded in a Catholic perspective in dialogue with other school communities working in partnership with families to create opportunities for young people to encounter the fullness of life.

Catholic Education Diocese of Cairns is committed to reconciliation, ensuring all school communities are committed to providing a culturally safe space to engage in respectful relationships based on principles of justice, equity, consultation, democracy, and respect for human dignity.

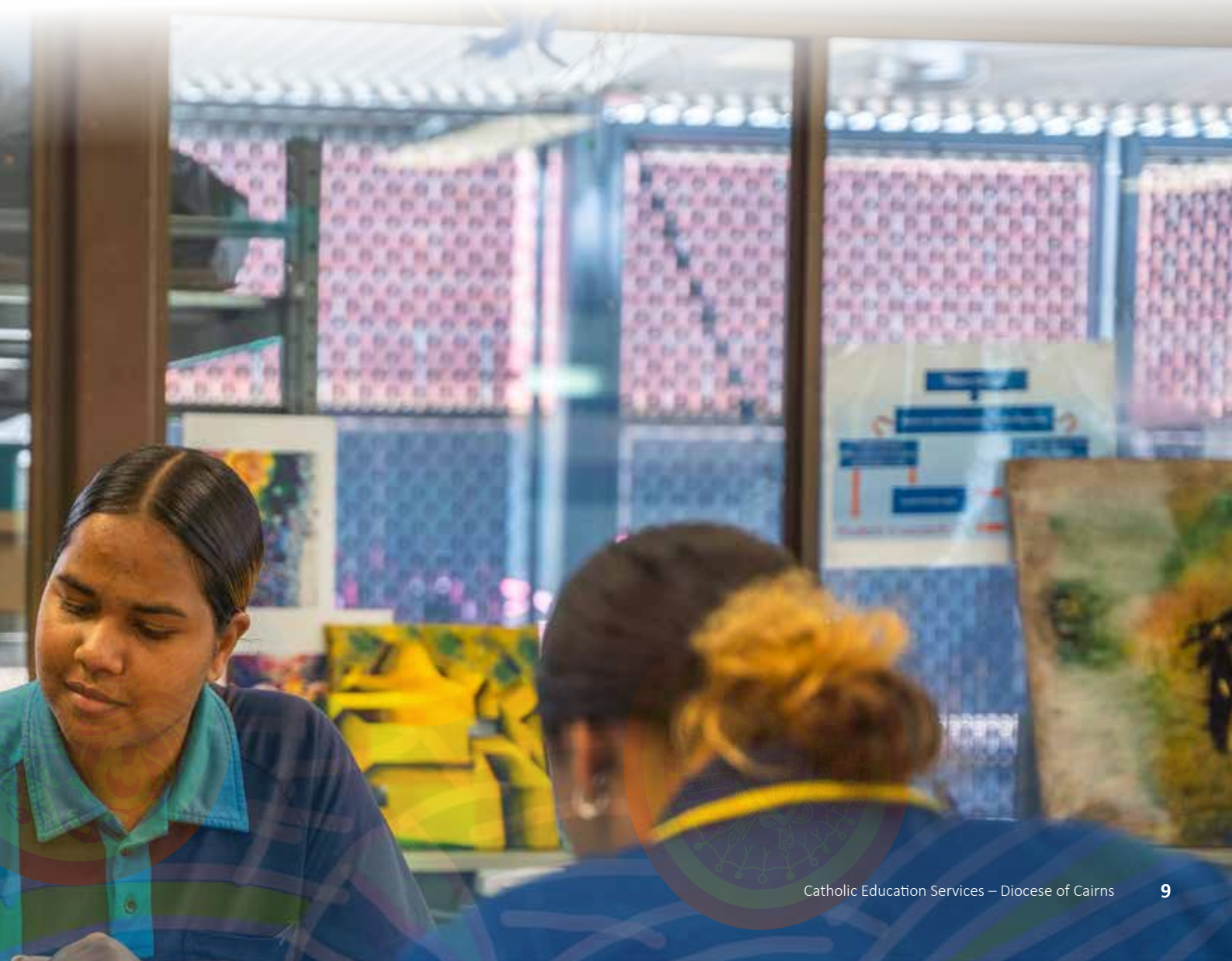
Catholic Education Diocese of Cairns leads and supports the work of Catholic education spanning over 377,000 km² from Cardwell in the south, west to the Northern Territory border including the Atherton Tablelands, and north to Zenadth Kes (Torres Strait Islands) and Gulf of Carpentaria. The CEDC provides quality education to over 12,000 students in 30 Catholic schools and colleges across the region. These are supported by three offices located in Cairns. The schools extend from Jirrbal country in the South (Tully), west to Mbar-Barrum and Djungan (Dimbulah) and north to Kerriri and Waiben in Zenadth Kes (Torres Strait). Currently there are 1223 First Nations students (approximately 10.5%) across the school communities.



Catholic Education Diocese of Cairns is one of the largest non-government employers in the Far North. There are 1315 employees, of which 44 identify as First Nations people, employed in teaching, non-teaching and leadership positions across the Diocese. The CEDC is committed to increasing First Nations student enrolments and employment of First Nations peoples.

Working in partnership with all school communities, including parents and caregivers, the CEDC sets strategic directions and develops system priorities, policies, procedures and guidelines supporting effective, ethical and safe practices. The organisation is committed to reconciliation and improving wellbeing and learning

outcomes of all, ensuring that First Nations students and staff have access to cultural, spiritual, academic and leadership opportunities.



The Reconciliation design

Catholic Education Diocese of Cairns Reconciliation Action Plan design is built around a stylised contemporary pattern symbolic of both land and sea. It depicts the journey of reconciliation through nurturing and the sharing of knowledge and understanding with students throughout the Cairns Catholic Education Community.

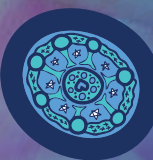
This stylised contemporary background draws upon a orange footed scrubfowl nest. Known throughout the Far North Queensland region as a forest forager, gathering to build its nest to ensure the safety and security of it's eggs. In this same way, the Cairns Catholic Education

Community ensures reconciliation is nurtured through the sharing of knowledge and understanding of Aboriginal and Torres Strait Islander cultures throughout the 30 schools and colleges within the Diocese.

The Reconciliation design has been ideated to evolve as CEDC works through the Reflect, Innovate and Stretch RAP processes of Reconciliation Australia. In the CEDC Innovate RAP, each egg contains the ways of truth-telling and healing within each school or college. The images that depict these ways have been co-designed by the students of each school.







The Acknowledgement icon designs



Over the course of 2 years, students in each of our Schools and Colleges worked with Classroom Teachers, Indigenous Liaison Officers, School and CES leaders to reflect on what reconciliation means to them in their contexts.

Co-Chairs of the CEDC Reflect RAP, Antoinette Cole and Rachel McLean, developed a Reconciliation Ideation session which invited First Nations and non-First Nations students into a dialogical and collaborative experience. Students learnt about the centrality of artwork for First Nations peoples and explored the orange footed scrubfowl nest artwork which was chosen as the cover for CEDC Reflect RAP. Students learnt about the connection of the Yidinji people to the scrubfowl and how they build safe and secure nests to protect and nurture their young.

Students connected this story of nurturing and care with their school narrative and explored how Gospel values and their local context are represented in iconography

and art. Finally, students were invited to reflect on what reconciliation means to them and then listen deeply to what it means to their peers. This weaving of narratives culminated in the weaving of personal images into a collective icon.

By connecting into the story of each place and how our faith is animated in each school, students found ways to capture their hopes and dreams for truth-telling, healing and reconciliation through images and words.

These young people know the truth. They are yearning for change. In sharing their wisdom and dreams through these Reconciliation Icons, all members of Catholic Education Diocese of Cairns have an opportunity and a responsibility to be authentic agents for truth-telling, healing and reconciliation.



Our RAP

In 2017, the Executive Director of Catholic Education Diocese of Cairns requested a Reconciliation Action Plan Working Group be formed. The RAP strengthens reconciliation initiatives actively undertaken across the Diocese since 2013 and aligns with the Strategic Directions 2021-2025. First Nations Perspectives is one of four key foundations of this Strategic Plan which highlights CEDC's commitment to fulfilling our moral imperative to ensure that every student in every school accesses a world class education enriched by their lived encounter with the Catholic faith. The RAP Working Group was formed in 2018 and was comprised of five First Nations members and five non-First Nations members. The Innovate RAP Working Group is made up of diverse members from the Catholic Education Diocese of Cairns. The RAP Champion is Assistant Executive Director Dr Andrea O'Brien, a key member and advocate of reconciliation on the Executive Leadership Group of our organisation. The RAP Co-Chairs are Kylie Agale, Director First Nations Education and Rachel McLean, Director Identity and Outreach, both committed to educating and working for truth-telling,

healing and reconciliation in our organisation and beyond. RAP Working Group members are: Myree Sam, Ann Barr, Stephen Godfrey, Maureen Gaul, Brooke Daniels and Stephen Nutt, employed by Catholic Education Services; and Patsy Lockington, Brianna Hardy, Brian Carswell, Sarah Hamilton and Kerry Manders, leaders from 5 of our 30 Schools. Kylie, Myree, Patsy and Brianna are proud First Nations women who are holders of valuable knowledge and expertise with strong links to key stakeholders in the wider community. Their leadership and work within and outside our organisation provides authentic and strong foundations on which the work of truth-telling and healing occurs through this Reconciliation Action Plan.

The inaugural RAP launched in 2020 during the peak of the COVID-19 pandemic, included 14 key actions aimed at empowering First Nations staff, building respectful relationships, raising awareness and embracing histories, cultures, languages and spiritualities.



The RAP had led to significant and constructive changes across schools and the broader organisation, including:

- Increased support of First Nations cultural learning and development, including weekly First Nations briefings for all Cairns Catholic Education Services staff and inaugural 'First Nations Knowings' modules for senior leaders and school principals.
- Shared engagement and participation in NAIDOC Week. Schools incorporate Welcome to Country or Acknowledgment to Country at assemblies and fly the Australian, Aboriginal and Torres Strait Islander flags.
- Internal understanding of First Nations protocols has increased.
- All Cairns Catholic Education Services email signatures now include an Acknowledgement of Country.
- Prioritising the employment of First Nations suppliers and providers and ensuring a variety of companies are used.
- Promotion of positive race relations through anti-discrimination strategies.
- In and On Country experiences to increase cultural awareness and understanding.

CEDC acknowledges First Nations peoples' histories, cultures and spiritualities and commits to reconciliation through words and actions. The implementation of the Innovate RAP continues to celebrate and empower First Nations staff and other First Nations stakeholders, so that mutually respectful relationships across our organisation continue to be nurtured and embraced. To ensure effective implementation of the RAP we have developed a list of measures to track our progress. The appointed RAP champion is a member of the Executive Leadership Team and regularly reports on progress of the RAP to the Strategic Leadership Team. The RAP Working Group regularly monitors and tracks progress of the RAP implementation.



Relationships

The human person...is by nature open to relationship.
(Pope Francis #111 Fratelli Tutti)

The Encounter Catholic Identity Framework underpins all relationships in CEDC. Members of CEDC endeavour to nurture and foster relationships within and outside the organisation by honouring the sacred dignity of each person through an Encounter underpinned and informed by Respect. CEDC embraces and celebrates the wisdom of First Nations peoples and the diversity of their Ways of Knowing, Being, Doing and Valuing. These Ways, form and inform, how and whom we encounter on the journey of reconciliation.

Focus area and Strategic Direction CEDC 2021-2025: Encounter - Catholic Identity

The formation of staff and students through a Catholic lens and furthering our understanding of First Nations cultures and Ways of Knowing, Being, Doing and Valuing

Action

1 Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.

Deliverable	Timeline	Responsibility
Meet with local First Nations stakeholders and organisations to develop guiding principles for future engagement.	March 2023	RAP Co-Chairs
Develop and implement an engagement plan to work with First Nations stakeholders and organisations.	November 2023	Consultant First Nations Education
Develop, implement and communicate processes for First Nations student support where all leaders and staff members of CES and Schools take responsibility of growing relationships with First Nations students and families.	November 2023	Consultant First Nations Education

Action

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

Deliverable	Timeline	Responsibility
Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	March 2023, 2024	Director Identity and Outreach in conjunction with teams allocated to 2023, 2024 First Nations events roster
RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2023, 2024	RAP Co-Chairs
Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2023, 2024	Director Identity and Outreach in conjunction with teams allocated to 2023, 2024 First Nations events roster
Organise at least one NRW event each year.	27 May- 3 June, 2023, 2024	Director Identity and Outreach in conjunction with teams allocated to 2023, 2024 First Nations events roster
Register all our NRW events on Reconciliation Australia's NRW website.	May 2023, 2024	RAP Co-Chairs

3

Action**Promote reconciliation throughout our sphere of influence.**

Deliverable	Timeline	Responsibility
Formalise and implement staff engagement strategies to raise awareness of reconciliation across our workforce.	April 2023	RAP Co-Chairs
Communicate our commitment to reconciliation publicly through a RAP launch.	27 July 2023	RAP Champion
Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	April 2023	RAP Co-Chairs
Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	October 2023	RAP Co-Chairs

4

Action**Promote Reconciliation Australia's Narragunnawali: Reconciliation in Education program to staff and external stakeholders**

Deliverable	Timeline	Responsibility
Encourage staff to sign up to the Narragunnawali online platform and engage with platform resources.	May 2023	RAP Champion
Encourage and support schools and early learning services within our sphere of influence to develop their own RAP via the Narragunnawali platform	November 2023	Director Identity and Outreach & Director First Nations Education
Host a link to Reconciliation Australia's Narragunnawali: Reconciliation in Education program on our website.	March 2024	RAP Champion
Invite Reconciliation Australia's Narragunnawali team to deliver a presentation about Narragunnawali: Reconciliation in Education.	May 2024	RAP Champion

5

Action**Promote positive race relations through anti-discrimination strategies.**

Deliverable	Timeline	Responsibility
Conduct a review of HR, Professional Standard and Student Protection Policies and procedures to identify existing anti-discrimination provisions and future needs.	August 2023	RAP Co-Chairs, RAP Champion, Executive Manager Human Resources, Executive Manager Professional Standards and Safeguarding
Develop, implement, and communicate an anti-discrimination policy for our organisation.	December 2023	RAP Champion
Engage with First Nations staff and/or First Nations advisors to consult on our anti-discrimination policy.	December 2023	RAP Co-Chairs
Engage with Senior leaders in CES and Schools to ensure strong understanding of the application and scope of anti-discrimination policies in CEDC and report on their leadership interventions to address effects of racism on students, staff and community.	March 2024	RAP Champion

Faith has untold power to inspire and sustain our respect for others (Pope Francis #85 Fratelli Tutti)

As a Catholic educational organisation, committed to dialogue, CEDC prioritises respect as the cornerstone of all relationships. Through commitment to The Uluru Statement from the Heart and a shared responsibility of truth-telling, healing and reconciliation, CEDC advocates and supports the inherent worth of First Nations Peoples and their Ways of Knowing, Being, Doing and Valuing locally, nationally and globally.

Focus area and CEDC Strategic Direction 2021-2025: First Nations Perspectives

Understand the cultures of the First Nations peoples and provide learning environments which are culturally safe and embrace culturally responsive and high impact pedagogies, with a strong emphasis on engagement, wellbeing and success.

Action

6 Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.

Deliverable	Timeline	Responsibility
Conduct a review of cultural learning needs within our organisation.	March 2023	Director First Nations Education & Director Identity and Outreach
Consult local Traditional Owners and/or First Nations advisors to inform our cultural learning strategy.	May 2023	Director First Nations Education & Director Identity and Outreach
Develop, implement, and communicate a cultural learning strategy document for our staff.	June 2023	Director First Nations Education & Director Identity and Outreach
Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	March 2023, 2024	Director First Nations Education & Director Identity and Outreach

Action

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

Deliverable	Timeline	Responsibility
Continue to develop staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	February 2023, 2024	Director First Nations Education & Director Identity and Outreach
Implement the CEDC Cultural Protocol document and encourage, through examples, creative and contextual Acknowledgement of Country particular to First Nations communities and contexts.	February 2023, 2024	Director First Nations Education & Director Identity and Outreach
Report on how local Traditional Owners or Custodians are being engaged to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	August 2023, 2024	Director First Nations Education & Director Identity and Outreach
Develop and implement a Cultural Intellectual Property Policy/Guideline that works alongside the CEDC Procurement Policy/Guideline.	June 2023	Director First Nations Education & Director Identity and Outreach
Report on how local Traditional Owners or Custodians are being engaged to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	August 2023, 2024	RAP Co-chair, Director Workforce Capability & Chief Financial Officer
Collaborate with Traditional Owners to co-create Acknowledgement of Country plaques for each School/College site so that they can be installed in prominent locations at each site.	November 2024	Director Identity and Outreach & Director First Nations Education

8 Action
Build respect for First Nations cultures and histories by celebrating NAIDOC Week.

Deliverable	Timeline	Responsibility
RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2023, 2024	Director Identity and Outreach in conjunction with teams allocated on 2023, 2024 First Nations Events Roster
Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2023, 2024	Director Identity and Outreach in conjunction with teams allocated on 2023, 2024 First Nations Events Roster

9 Action
Support First Nations Languages programs in schools.

Deliverable	Timeline	Responsibility
In collaboration with Traditional Owners, develop and communicate protocols and processes on how to introduce/facilitate First Nations languages programs in schools.	August 2023	Consultant First Nations Education
Partner with 3 schools in Cairns Diocese to implement a Traditional Language program in their school.	November 2023	Consultant First Nations Education
Review implementation of Traditional Language program in initial 3 schools in order to expand program across 7 other schools.	August 2024	Director First Nations Education

10 Action
Partner with Healing Foundation to identify opportunities for community engagement with truth-telling, healing and reconciliation.

Deliverable	Timeline	Responsibility
Liaise with Healing Foundation to animate and report on the Healing Matrix that was published as a result of Healing Forums from Wiaben and Kerriri (2015, 2021).	June 2023	Director Identity and Outreach & Director First Nations Education
In collaboration with Healing Foundation, identify communities in CEDC that would like to engage in Healing Forums.	March 2024	Director Identity and Outreach & Director First Nations Education
Partner with local communities, Cairns Diocese and Healing Foundation to facilitate Healing Forums and develop Healing Matrixes.	August 2024	Director Identity and Outreach & Director First Nations Education

Provide everyone with the opportunity to nurture the seeds that God has planted in each of us: our talents, our initiatives and our innate resources. (Pope Francis #162 Fratelli Tutti)

CEDC believes that it is our moral imperative that opportunities for First Nations students, families, communities and employees are provided in a culturally safe and accessible way. CEDC commits to being people who lead with humility and confidence to ensure that these opportunities are co-constructed and responsive to the needs of First Nations communities.

Focus area and CEDC Strategic Direction and Enablers 2021-2025

Capability

Recruitment, retention, development and professional learning to build an inspiring, engaged and highly effective professional staff.

First Nations Perspectives

Understand the cultures of the First Nations peoples and provide learning environments which are culturally safe and embrace culturally responsive and high impact pedagogies, with a strong emphasis on engagement, wellbeing and success.

Action

11 Improve employment outcomes by increasing First Nations recruitment, retention, and professional development.

Deliverable	Timeline	Responsibility
Build understanding of current First Nations staffing to inform future employment and professional development opportunities.	May 2023	Director First Nations Education & Director Workforce Capability
Engage with First Nations staff to consult on our recruitment, retention and professional development strategy.	August 2023	Director First Nations Education & Director Workforce Capability
Develop and implement a First Nations recruitment, retention and professional development strategy.	September 2023	Director First Nations Education & Director Workforce Capability
Implement a scholarship program which specifically targets First Nations applicants.	January 2023	Director First Nations Education & Director Workforce Capability
Advertise job vacancies to effectively reach First Nations stakeholders.	January 2024	Director First Nations Education & Director Workforce Capability
Review HR and recruitment procedures and policies to remove barriers to First Nations participation in our workplace. All policies, guidelines, directives, processes and procedures in CES to be critiqued through a First Nations lens so as to recognise the ancient wisdom and ways of First Nations peoples who engage with and are employed by CEDC.	February 2024	Director First Nations Education, Director Workforce Capability & Executive Manager Human Resources
Review Position Descriptions of ILO and First Nations teachers so as to honour the deep wisdom of First Nations employees.	February 2023	Director First Nations Education
Create a Position Descriptions for First Nations Knowledgeable Others (hourly, day and short contract options) so as to honour the deep wisdom of First Nations contractors.	May 2023	Director First Nations Education

Action**12 Increase First Nations supplier diversity to support improved economic and social outcomes.**

Deliverable	Timeline	Responsibility
Develop and implement a First Nations procurement strategy.	March 2024	Chief Financial Officer
Investigate Supply Nation membership.	February 2024	Chief Financial Officer
Develop and communicate opportunities for procurement of goods and services from First Nations businesses to staff.	June 2024	Chief Financial Officer
Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	November 2024	Chief Financial Officer
Develop commercial relationships with First Nations businesses.	August 2024	Chief Financial Officer

Action**13 Increase First Nations student enrolment and retention.**

Deliverable	Timeline	Responsibility
Develop and implement First Nations scholarship and support processes for schools to increase and retain First Nations students across the 30 schools.	July 2023	Director First Nations Education & Director Workforce Capability
Review and update practices to ensure that First Nations Ways of Knowing, Doing, Being and Valuing (cultural heritage) support First Nations students' retention and educational attainment.	November 2023	Director First Nations Education
Audit policies and processes that support First Nations students in CEDC who are in out-of-home care. Identify and address policies and processes that can strengthen ties with First Nations communities, government agencies and Catholic Education Diocese of Cairns so that First Nations students in out-of-home care can flourish.	March 2024	Director Engagement, Wellbeing and Learning in conjunction with Executive Manager Professional Standards and Safeguarding



Governance

Each day offers us a new opportunity, a new possibility...We have the space we need for co-responsibility in creating and putting into place new processes and changes. (Pope Francis #77 Fratelli Tutti)

CEDC articulates seven guiding principles which inform, shape and direct how every member of CEDC is within the organisation. Two of these guiding principles explicitly enable the Innovate RAP through the invitation of members to “accept co-responsibility for stewardship, accountability and system sustainability” and “provide voice and agency for all.” CEDC commits to being an organisation that is respectful and authentically dialogical with members and communities who engage with the organisation.

Focus area and CEDC Strategic Direction and Enablers 2021-2025

Capability

Recruitment, retention, development and professional learning to build an inspiring, engaged and highly effective professional staff.

Action

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

Deliverable	Timeline	Responsibility
Define resource needs for RAP implementation.	October 2022	RAP Co-Chairs, RAP Champion
Establish and apply a Terms of Reference for the RWG.	September 2022	RAP Co-Chairs
Meet at least four times per year to drive and monitor RAP implementation.	March 2023, 2024; May 2023, 2024; August 2023, 2024; October 2023, 2024.	RAP Champion

Action

15 Provide appropriate support for effective implementation of RAP commitments.

Deliverable	Timeline	Responsibility
Define resource needs for RAP implementation.	October 2022	RAP Co-Chairs
Engage our senior leaders and other staff in the delivery of RAP commitments.	March 2023	RAP Co-Chairs
Define and maintain appropriate systems to track, measure and report on RAP commitments.	August 2023, 2024	RAP Co-Chairs
Appoint and maintain an internal RAP Champion from senior management.	February 2023, 2024	RAP Co-Chairs

Action

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

Deliverable	Timeline	Responsibility
Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	February 2023, 2024	RAP Co-Chairs
Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August 2023, 2024	RAP Co-Chairs
Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2023, 2024	RAP Co-Chairs
Report RAP progress to all staff and senior leaders quarterly.	March 2023, 2024; May 2023, 2024; August 2023, 2024; October 2023, 2024.	RAP Champion
Publicly report our RAP achievements, challenges and learnings, annually.	September 2023, 2024	RAP Champion
Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	RAP Co-Chairs
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	December 2024	RAP Co-Chairs

Action

17 Continue our reconciliation journey by developing our next RAP.

Deliverable	Timeline	Responsibility
Register via Reconciliation Australia's website to begin developing our next RAP.	July 2024	RAP Co-Chairs



We acknowledge the RAP Working Group, a passionate and dedicated group of people who have maintained a rigorous process, discernment and shared vision in the development of our Innovate RAP.



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