AnglicareNT

Reconciliation Action Plan

July 2025 - June 2027

RECONCILIATION ACTION PLAN

INNOVATE

Acknowledgement of Country

Anglicare NT acknowledges the Traditional Custodians of the lands on which we live and work, extending our deepest respect to Elders past, present and emerging. We honour the strength, resilience and rich cultural heritage of First Nations peoples across the Northern Territory, whose connection to land, sea and community has endured for millennia.

We recognise the importance of self-determination, reconciliation and healing, and are committed to walking alongside Aboriginal and Torres Strait Islander peoples in the spirit of partnership and respect. As we deliver our services across these diverse lands, we are guided by the wisdom of Indigenous knowledge and strive to create a future where all people are empowered, valued and respected.

In all that we do, we pay tribute to the contributions and leadership of First Nations peoples and commit to fostering culturally safe and inclusive spaces for all communities.

Artwork story

About the artist

Karina Jeffrey, from Garawa Aboriginal Designs, is a proud Woolwonga, Uwanwul woman from Darwin, Northern Territory. Karina is a contemporary Aboriginal artist with a lifelong passion for storytelling through art.

Artwork overview

This artwork was commissioned for Anglicare NT's Innovate Reconciliation Action Plan (RAP) and aims to visually represent key themes of truth-telling, trust and community partnership. The design is intended to create a welcoming and empowering environment for individuals and organisations to share their stories and collaborate in harmony.

Design elements

Mat motif

Represents truth-telling and creating a trusting environment. The motif aims to encourage comfort and openness, allowing people to be themselves and share their stories and knowledge.

Wallaby footprints

Signify forward movement in building partnerships and fostering two-way communication. Footprints represent progress and the journey toward stronger relationships.

Large symbols

Depict people working together in harmony. These symbols embody the creation of opportunities, empowerment and respectful self-determination within the community.

Smaller motifs

Represent the collaboration between organisations across the Northern Territory. These motifs illustrate the diversity and unity of partnerships working together for a common cause.

Message from our Chair and CEO

Anglicare NT's vision is 'a full life and social justice for all'. To achieve this vision in our work with Aboriginal and Torres Strait Islander peoples, it is essential that we understand and seek to address the damage of colonisation and that we express a deep commitment to two-way learning, cultural respect and cultural safety.

We must ensure that the composition of our board, sub-committees of the board and the workforce at Anglicare NT reflects the communities we serve and our commitment to Aboriginal and Torres Strait Islander peoples' self-determination and leadership.

Our fourth Reconciliation Action Plan (RAP) reflects these commitments and values in practical ways; through employment commitments, staff learning, service effectiveness, partnerships and celebrations.

While we celebrate the achievements of our previous RAPs, we recognise that there is still much work to be done to improve our approaches and further embed reconciliation initiatives into all our business strategies.

Results of our 2024 Workplace RAP Barometer show that, while we still have progress to make, there is strong internal support for increasing our commitment to reconciliation in the aftermath of the 2023 Aboriginal and Torres Strait Islander Voice referendum and strong interest among our staff to access more opportunities for cultural learning, both within and outside the workplace.

The responsibility of implementing and living the values of our RAP lies with each of us. We encourage every member of our organisation to reflect on their role in advancing reconciliation to ensure that proactive and meaningful reconciliation is deeply embedded into our organisational culture.

This Innovate RAP outlines clear actions for achieving our vision for reconciliation.

Richard Giles,
Chair of the Board

Craig Kelly,
Chief Executive Officer

Anglicare NT staff make jewellery at a NAIDOC Week event.

Message from CEO Reconciliation Australia

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

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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Anglicare NT continues to be part of a strong network of more than 3,000 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 Anglicare NT will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Anglicare NT 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 Anglicare NT 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, Anglicare NT will ensure shared and cooperative success in the long-term.

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

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

Karen Mundine,
Chief Executive Officer
Reconciliation Australia

Our vision for reconciliation

Our vision for reconciliation is an Australian society that is fair and just, and is based on truth-telling and genuine, meaningful relationships. A society that acknowledges and honours the shared histories and rightful place of Aboriginal and Torres Strait Islander peoples on their ancestral lands. In such a society, Aboriginal and Torres Strait Islander peoples have power over their destiny and flourish.

We will walk together to create a better future based on justice and self-determination.

Our business

Anglicare NT is a local community service organisation that supports people, strengthens communities and advocates for social justice. We are a separately incorporated agency of the Anglican Diocese of the Northern Territory. Anglicare NT delivers flexible support, practical assistance and community building activities across urban, regional and remote communities in the Northern Territory.

We provide more than 80 services from operational centres and program hubs in Darwin, Palmerston, Katherine, Alice Springs and Nhulunbuy, as well as a number of remote Aboriginal communities.

Our work is underpinned by strength-based and trauma informed practices, genuine partnerships, two-way learning and community development efforts.

As of June 2024, Anglicare NT employs 387 staff (total headcount), 59 of whom identify as Aboriginal and/or Torres Strait Islander peoples.

Our key areas of work include:

- Counselling, mediation and education
- Services for people with disabilities
- Early childhood, children and families
- Financial inclusion
- Housing and homelessness
- Services for older people
- Social enterprise and fee for service
- Suicide intervention training
- Youth development and support
- Youth mental health (headspace)

Young people take part in the annual Couch Surfing event, organised by Anglicare NT and City of Darwin on Youth Homelessness Matters Day.

Our Reconciliation Action Plan

Our fourth Reconciliation Action Plan, an Innovate RAP, is a two-year plan that builds on the achievements and lessons learned from our previous RAPs. This plan emphasises the implementation of longer-term strategies, the establishment of clearly defined measurable targets and goals and enhanced accountability across the organisation.

The Anglicare NT Reconciliation Committee has played a pivotal role in leading the development of this RAP, championed by our board, CEO and executive team.

This RAP was created through ongoing consultation with our Aboriginal reference groups, Aboriginal and Torres Strait Islander Staff Network, program participants, partners and stakeholders across all operational regions.

In early 2024, we engaged Cross Cultural Consultants NT to assist with the development of this RAP, providing valuable guidance and advice on its implementation.

Governance

Reconciliation Committee

A formal Reconciliation Committee was established at Anglicare NT in 2011 to guide the implementation, development and progress of our RAPs.

The Reconciliation Committee's terms of reference includes minimum requirements for Aboriginal and/or Torres Strait Islander representation, recognising their unique knowledge, understanding, expertise and relationships with Aboriginal and Torres Strait Islander peoples and communities.

Our committee is co-chaired by the Anglicare NT CEO and an Aboriginal Director, People & Learning, prioritising reconciliation and showcasing Anglicare NT's commitment to reconciliation efforts at the highest level of the organisation.

The committee meets at least four times a year. Members outside of Darwin are invited to attend at least one meeting in person, per year.

Six monthly reports on progress against RAP actions are provided to the executive team and board. In addition to reporting annually on RAP implementation progress in the Anglicare NT Annual Report, the committee regularly informs staff and stakeholders on our RAP and progress made against commitments.

In addition, to support effective management, tracking and reporting of our RAP commitments, Anglicare NT has incorporated the Weavr software platform to streamline administrative RAP processes and empower our teams to more efficiently meet our RAP commitments.

Reconciliation Committee members, July 2025

- Craig Kelly, Co-Chair – CEO
- Sandra Alley, Co-Chair – Director, People & Learning
- To be appointed – Executive Manager Partnerships
- Dave Jones – Executive Manager Strategy
- Patricia Holtze – General Manager Operations
- Tanya Kelly – Senior Project Officer, Darwin
- Jay Chulung-Fulton – Case Manager. Katherine
- Jason Lord – Case Manager, Alice Springs
- Lila Loveard – Communications Manager, Darwin
- Natasha Reece – headspace Centre Manager, Katherine
- To be appointed – Regional Manager, Katherine
- Heidi McDermott – Regional Manager, East Arnhem

There are 5 members of the Anglicare NT Reconciliation Committee who identify as being Aboriginal or Torres Strait Islander persons.

Alice Springs staff gather in recognition of National Reconciliation Week.

Aboriginal Reference Group

Now in its fourth year of operation, the Aboriginal Reference Group (ARG) provides direct input and feedback from local Aboriginal leaders and community members to our board, CEO and executive.

The Aboriginal Reference Group offers a pathway for relationship building and two-way learning, while also creating opportunities for members to explore board and committee vacancies.

Representatives from local regions meet annually at each of our main operational sites to discuss regional service delivery, organisational cultural competence, community needs, Aboriginal and Torres Strait Islander workforce development and partnerships. Additionally, an NT-wide meeting is held annually, with ARG members from each region meeting online. Priorities from the Aboriginal Reference Group are considered by the board, actioned, monitored and reported on.

Our reconciliation journey

Anglicare NT began our reconciliation journey in 2011, and since then we have celebrated many significant achievements that have strengthened our commitments towards reconciliation. We recognise that our reconciliation journey is ongoing, and we are dedicated to building on the successes and learnings from our previous Stretch RAP.

As we prepare to embark on an Innovate RAP, we see this as a meaningful opportunity to revisit our approaches, try new strategies and deepen reconciliation within our organisation. This next phase allows us to be innovative and aspirational, embedding reconciliation more profoundly into our work and creating a lasting impact by strengthening connections with Aboriginal and Torres Strait Islander peoples, organisations and communities.

Many learnings informed our Innovate RAP. Our strengths, achievements and challenges to date include:

Achievements

- Launched our **Stretch Reconciliation Action Plan** in September 2021.
- Installed **Acknowledgment of Country** plaques at all Anglicare NT offices in 2022, with celebrations held with Traditional Custodians to unveil plaques in Alice Springs, Nhulunbuy and Darwin.
- Published our first reconciliation newsletter, **'Let's Yarn Together'** in October 2022. The idea grew out of wanting to share our stories, educate and grow understanding of Aboriginal and Torres Strait Islander histories, cultures and peoples. As an organisation, we encourage all staff to actively seek to drive reconciliation outcomes and celebrate our achievements.
- Option to **change the date** given to all staff. Many people acknowledge that the 26 January is not an appropriate date for celebrations. For Aboriginal and Torres Strait Islander peoples this date marks one of invasion, survival and mourning. As part of our commitment to enhancing cultural safety and inclusiveness, Anglicare NT supported a trial in 2023 to enable staff to substitute the 26 January holiday with another date. The response was positive, and we continue to give staff the option to choose another date to celebrate Australia.
- Actively contributed to the **NT Children and Families Tripartite Forum**, reference groups and the NT 10 Year Generational Strategy to improve outcomes of children, young people and families across urban, regional and remote communities.
- Partnered with Proper Creative, First Steps, Cross Cultural Consultants, Australian Childhood Foundation and communities to implement #U-Turn, part of the Back on Track program to **divert young people from the justice system** and give back to the community.
- Launched our **Aboriginal Cultural Security Framework** during National Reconciliation Week 2023. This framework lays the foundation for how Anglicare NT can transform its work and continue to be open and willing to learn from Aboriginal and Torres Strait Islander peoples. Aboriginal and Torres Strait Islander staff are central to achieving cultural security and the framework recognises their leadership, knowledge, experience and connections. It also serves as a foundation for consulting, collaborating and working with Aboriginal and Torres Strait Islander peoples and communities, ensuring responsiveness to their cultures, history, needs and aspirations.
- Formalised a partnership with LOGiT (an Aboriginal owned IT company) to implement improved online monitoring and reporting across the organisation with the **Weavr database.** Online reporting will assist greatly with strengthening management, reporting and accountability against the RAP and workforce development strategy.
- Maintained strong support for the **APONT Partnership Principles,** including principles of self-determination, respectful relationships and cultural competence, ensuring we work in genuine partnerships with Aboriginal controlled organisations to deliver culturally safe, community-led services.

Unveiling an Acknowledgement of Country plaque at Anglicare NT's head office.

Staff and participants enjoy a cool ice cup at the 2024 Couch Surfing event.

- Actively established and maintained **collaborative partnerships** with eight Aboriginal organisations: Barkly Region Alcohol and Drug Abuse Advisory Group (BRADAAG), Lhere Artepe Aboriginal Corporation, Numburindi Development Aboriginal Corporation, NPY Women's Council, CAAPS Aboriginal Corporation, Goŋ-Däl Aboriginal Corporation, Groote Eylandt and Bickerton Island Enterprises and Yugul Mangi Development Aboriginal Corporation. The partnerships focused on community initiatives, such as supporting families (NPY Women's Council), delivering youth and cultural programs (Numburindi), strengthening justice reinvestment (Lhere Artepe), embedding family and youth support services (CAAPS) and co-developing child and family services on country (Goŋ-Däl).

- We said YES! On 18 February 2023, the Anglicare NT board formally endorsed support for the **Uluru Statement from the Heart** and the referendum for constitutional recognition of a 'Voice to Parliament' for Aboriginal and Torres Strait Islander peoples.

- Executive Manager Cultural Safety & Partnerships, Leonie Patterson, as Chair of Anglicare Australia's National First Nations Committee joined with leaders from faith-based organisations (Anglicare Australia, St Vincent de Paul, the Salvation Army, Unity Care Australia, Baptist Care Australia and Catholic Social Services Australia) in March 2023 to meet with political leaders in Canberra, urging them to support the **Voice to Parliament.**

- **Strengthened governance** by embedding increased diversity – there are now a minimum of two places for Aboriginal and/or Torres Strait Islander directors on the Anglicare NT board. We also increased external membership of the Care Governance Committee to secure cultural knowledge and additional clinical expertise.

- Launched **Aboriginal and Torres Strait Islander Cultural Protocols Guidelines** in 2024.

- Prioritised reconciliation efforts at the highest level, resulting in the CEO and the Executive Manager Cultural Security and Partnerships co-chairing Anglicare NT's **Reconciliation Committee**.

- Participated in **Reconciliation Australia's Workplace Barometer** in 2022 and 2024, with results highlighting our strengths and areas for improvement within the five dimensions of reconciliation – race relations, equality and equity, unity, institutional integrity and historical acceptance.

- Maintained high engagement in **reconciliation events**. Sustained participation in National Reconciliation Week (NRW) and NAIDOC Week events has been vital in promoting reconciliation and cultural engagement within the organisation.

Learnings and challenges

- **Anti-discrimination strategies required.** The ongoing challenge of promoting positive race relations through effective anti-discrimination strategies has been a significant learning point, indicating the need for continuous improvement in this area. Anglicare NT is committed to embedding learning into action by strengthening HR policies, implementing and promoting an anti-discrimination policy, engaging Aboriginal and Torres Strait Islander advisors for ongoing review, providing staff education on racism and bias, and ensuring senior leaders actively support anti-discrimination initiatives throughout this RAP.

- **Improving supplier diversity and economic outcomes.** Increasing Aboriginal and Torres Strait Islander supplier diversity remains a challenge, highlighting the need for more robust procurement processes and support for Indigenous businesses.

- **Procurement policy updates.** We need to review and update our procurement policy to better support Aboriginal and Torres Strait Islander businesses, including developing procedures and recommendations for improvements.

Reconciliation in action at Anglicare NT

Supporting the Uluru Statement from the Heart

Anglicare NT is firmly committed to the Uluru Statement from the Heart and its core pillars of Voice, Treaty and Truth. In February 2023, our Board endorsed the Uluru Statement and the referendum for constitutional recognition of a Voice to Parliament for Aboriginal and Torres Strait Islander peoples, reflecting our long-standing commitment to social justice and solidarity with First Nations communities. Despite the referendum outcome, we remain steadfast in our commitment to reconciliation, truth-telling and self-determination.

Recognising the importance of re-examining what reconciliation looks like in the current landscape, in November 2023 our leadership team met to consider key priorities moving forward. As part of this reflection, we invited John Paterson (then in his APONT role, now CEO of AMSANT) to share his insights and facilitate a group discussion. This was further guided by Leonie Patterson, Executive Manager Cultural Safety and Partnerships, alongside the CEO of Territory Families, who provided an NT Government perspective. Additionally, we consulted with key Aboriginal leaders, including Michael Rotumah (Larrakia Nation), Sean Gordon (Gidgee Group), Adrian Appo OAM, Elizabeth Stubbs (Sand Palm Consulting), Barb Shaw and Elliot McAdam AM (deceased). At our Annual Public Meeting, we invited Jason Elsegood from Cross Cultural Consultants as a keynote speaker to reflect on reconciliation post-referendum.

Through these discussions, several key themes emerged. There was a strong emphasis on prioritising practical, on-the-ground efforts to work with Aboriginal and Torres Strait Islander peoples to reduce systemic barriers and increase wellbeing through strengthening the social determinants of health. Our regional planning approach was reinforced, particularly the elements of truth-telling, co-design based on local priorities and place-based work. We were encouraged to continue growing the Partnership Support Service, actively support the Uluru Statement both publicly and internally and maintain relationships with Aboriginal communities and leaders as they navigate the grief and challenges that have followed the referendum outcome. Importantly, it was highlighted that 90% of Aboriginal and Torres Strait Islander people in the NT voted in support of a Voice, and that we must continue advocating for recognition and self-determination, regardless of government actions or inaction.

Anglicare NT's commitment to reconciliation is strengthened by its partnerships with Aboriginal controlled organisations and key Aboriginal and Torres Strait Islander leaders, ensuring that First Nations voices guide our work. Our Aboriginal Reference Group plays a key role in shaping our approach to cultural competency, service delivery and strategic planning. We continue to collaborate with organisations such as Larrakia Nation, Aboriginal Medical Services Alliance Northern Territory (AMSANT), Cross Cultural Consultants, Gidgee Group, Sand Palm Consulting and various Aboriginal leaders and community organisations across the NT. Through these partnerships and our Reconciliation Action Plan, we remain dedicated to meaningful change, truth-telling and supporting Aboriginal and Torres Strait Islander self-determination.

Anglicare NT campaigned for a Voice to Parliament for Aboriginal and Torres Strait Islander peoples.

Aboriginal and Torres Strait Islander staff at the 2024 staff recall.

Inaugural Aboriginal and Torres Strait Islander Staff Recall 2024, 'Sharing our Stories'

Anglicare NT deeply values the unique wisdom, practices and experiences that Aboriginal and Torres Strait Islander staff bring to the workplace across the Northern Territory.

In 2021, Anglicare NT established the 'Aboriginal and Torres Strait Islander Staff Network Yarns', strengthening our commitment to an action from our 2016-2019 Stretch RAP, which provided that Anglicare NT would: 'Formalise the Aboriginal and Torres Strait Islander Staff Network, to provide opportunities for peer support and mentoring participants, with meetings to be included on the Organisational Calendar'.

Anglicare NT's Aboriginal and Torres Strait Islander Staff Network Yarns provide a culturally safe space for Indigenous staff to connect, share experiences and offer feedback on key organisational matters. Through the network, Aboriginal and Torres Strait Islander staff:

- Connect through strengths-based, culturally supportive dialogues.
- Share information, experiences and learnings through collaboration and strengthen relationships.
- Provide advice and recommendations on cultural safety, employment, professional development and workplace inclusion to the Executive Manager Partnerships and the Reconciliation Committee.

While not a decision-making body, the Yarns ensure Indigenous staff voices inform organisational policies and practices. The CEO attends at least one Yarn annually, reinforcing leadership engagement in this critical dialogue.

Based on Yarn recommendations from 2023 and in line with our RAP commitments to enhance professional development opportunities for Aboriginal and Torres Strait Islander employees, Anglicare NT held an inaugural Aboriginal and Torres Strait Islander Staff Recall. This event, aligned with our 70:20:10 learning approach (70% relationships, 20% on-the-job learning and 10% formal training), provided a valuable opportunity for staff to come together, share knowledge, learn and strengthen relationships across regional and program areas.

Over two days, 35 staff from Darwin, Katherine, Central Australia, Nhulunbuy, Milingimbi, Ngukurr and Numbulwar shared their insights and provided feedback on matters that impact Aboriginal and Torres Strait Islander peoples in community and across the organisation.

The program for the recall included:

- Guest speaker: Nicole Hucks - Aboriginal Peak Organisation Northern Territory (APO NT) CEO
- Yarn activity "Us Mob" - Who we are, where we come from?
- CEO update and yarn
- Cultural security at Anglicare NT
- Workshop activity - What does reconciliation look like?
- What do we want Anglicare NT to look like with Aboriginal and Torres Strait Islander people … "in the driving seat"

Relationships

We value our relationships with Aboriginal and Torres Strait Islander peoples and respect and celebrate their unique skills, diversity, capacity and experience. We embrace Aboriginal and Torres Strait Islander cultures and their fundamental right to self-determination. We walk together with Aboriginal and Torres Strait Islander peoples across the Northern Territory, committed to establishing and sustaining positive and genuine relationships and partnerships built on trust and respect.

Our partnerships assist the co-design of strong Aboriginal-led services in the community, to build long-term independence and sustainability. We commit to continue to listen deeply and build and maintain genuine and meaningful relationships, both within our organisation and with the many Aboriginal and Torres Strait Islander peoples and communities we work with.

We do what we say we will do in all our efforts towards supporting self-determination and achieving social justice for Aboriginal and Torres Strait Islander peoples.

Deliverable	Timeline	Responsibility
1 Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.		
• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop and continuously improve guiding principles for engagement.	Ongoing, reviewed February 2026, 2027	Lead: CEO Support: Board Chair
• Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	August 2025, reviewed August 2026	Lead: Executive Manager Partnerships Support: Senior Project Officer
• In consultation with local Aboriginal organisations, conduct stakeholder mapping in all regions to identify Aboriginal and Torres Strait Islander stakeholders, communities and organisations with whom Anglicare NT can form relationships and build partnerships.	October 2025, reviewed October 2026	Lead: Executive Manager Partnerships Support: Regional Managers
• Each year, invite local Aboriginal and/or Torres Strait Islander organisations from each region in which we operate to develop principles for collaboration and to document these.	Ongoing, reviewed June 2026, 2027	Lead: Executive Manager Partnerships Support: Regional Managers
• Sustain Ally membership with the NT Indigenous Business Network.	Annually, reviewed August 2025, 2026	Executive Manager Partnerships
2 Build relationships through celebrating National Reconciliation Week (NRW).		
• Promote NRW throughout the organisation through articles on intranet and social media.	Apr to May 2026, 2027	Lead: Communications Manager Support: Chair Reconciliation Committee
• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	Apr to May 2026, 2027	Lead: Communications Manager Support: Chair Reconciliation Committee
• All Reconciliation Committee members, executive and senior managers to participate in at least two external NRW events in their community each year.	May 2026, 2027	Lead: Chair Reconciliation Committee Support: Regional Managers
• At least half of all staff participate in one event to recognise and celebrate NRW each year, and for the proportion to increase annually.	May 2026, 2027	Lead: Chair Reconciliation Committee Support: Regional Managers
• Organise five regional internal NRW events, including at least one organisation wide NRW event, each year.	May 2026, 2027	Lead: Chair Reconciliation Committee Support: Regional Managers
• Support at least one local Aboriginal and/or Torres Strait Islander organisation to host a NRW event in the NT each year.	May 2026, 2027	Chair Reconciliation Committee
• Register all our NRW events on Reconciliation Australia's NRW website.	May 2026, 2027	Lead: Chair Reconciliation Committee Support: Regional Managers

Staff celebrate NAIDOC Week at our Ludmilla site.

Deliverable	Timeline	Responsibility
3 Promote reconciliation through our sphere of influence.		
• Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	July 2026	Lead: Executive Manager Partnerships Support: Director People and Learning
• Communicate our commitment to reconciliation publicly via our Annual Report, website, social media and newsletters.	Ongoing	Lead: Communications Manager Support: Executive Manager Partnerships
• Positively influence our external stakeholders to drive reconciliation outcomes through advocacy regarding involvement in NRW, current issues affecting community service organisations and support of APONT Partnership Principles.	Annually, reviewed June 2026, 2027	Lead: CEO Support: Chair Reconciliation Committee
• Collaborate with three local RAP organisations and with the Anglicare Australia network nationally to implement ways to advance reconciliation and identify opportunities for innovation.	Annually, reviewed June 2026, 2027	Lead: CEO Support: Chair Reconciliation Committee
4 Promote positive race relations through anti-discrimination strategies.		
• Continuously improve HR policies and procedures concerned with anti-discrimination.	Ongoing, reviewed August 2025, 2026	Director People and Learning
• Implement and communicate an anti-discrimination policy for our organisation, promoting awareness and respect of human rights of Aboriginal and Torres Strait Islanders peoples.	June 2026, reviewed June 2027	Lead: Director People and Learning Support: Executive Manager Partnerships
• Engage with Aboriginal and Torres Strait Islander staff and/ or advisors to continuously review our anti-discrimination policy and guiding documents, regarding the human rights of Aboriginal and Torres Strait Islanders peoples.	Ongoing reviewed June 2026, 2027	Lead: Executive Manager Partnerships Support: Director People and Learning
• Provide ongoing education opportunities for all staff on the effects of racism and unconscious bias.	Ongoing reviewed June 2026, 2027	Lead: Director People and Learning Support: Executive Manager Partnerships
• Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism.	Ongoing, reviewed June 2026, 2027	Lead: CEO Support: General Manager

Respect

Anglicare NT acknowledges and respects the unique and rightful place of Aboriginal and Torres Strait Islander peoples as Australia's First Peoples. We support the Uluru Statement from the Heart and recognise that reconciliation efforts must include truth-telling, reparation and healing.

We recognise and value Aboriginal and Torres Strait Islander people's differences, wisdom, knowledge, relationships and the unique skills and expertise they bring to our services and planning. We commit to growing an organisational culture that reflects that cultural competence is a journey, where cultural training and experiences are accompanied by deep listening, reflective practice and building genuine relationships based on trust and respect.

Deliverable	Timeline	Responsibility
5 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.		
• Conduct a review of cultural learning needs within our organisation.	August 2025, reviewed August 2026	Lead: Executive Manager Partnerships Support: Director People and Learning
• Consult local Traditional Owners and Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy. Work with Larrakia Nation, Aboriginal Medical Services Alliance Northern Territory (AMSANT), Cross Cultural Consultants (CCC) and others to inform and strengthen the cultural learning needs within Anglicare NT.	Ongoing, reviewed August 2026	Lead: Executive Manager Partnerships Support: Director People and Learning
• Implement and communicate our cultural learning strategy to all staff.	June 2026, reviewed June 2027	Director People and Learning
• Commit all staff, volunteers, board members, managers and leaders to undertake formal and structured cultural learning in-line with the cultural learning strategy.	Annually, reviewed June 2026, 2027	Lead: CEO Support: Director People and Learning
• In consultation with Aboriginal and Torres Strait Islander staff, develop an implementation plan for the Aboriginal Cultural Security Framework.	September 2025, reviewed June 2026, 2027	Executive Manager Partnerships
• Maintain our advocacy for the principles contained within the Uluru Statement from the Heart and engage with local Aboriginal and Torres Strait Islander stakeholders and organisations to identify ways Anglicare NT can support self-determination, truth-telling and treaty processes.	Annually reviewed June 2026, 2027	Lead: CEO Support: Executive Manager Partnerships

Katherine team join the local NAIDOC Week march.

Deliverable	Timeline	Responsibility
6 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.		
• Review, implement and communicate a protocol document (tailored for all local communities we operate in), including protocols for Welcome to Country and Acknowledgement of Country.	September 2025, reviewed September 2026	Chair Reconciliation Committee
• Communicate the purpose and significance behind cultural protocols to all staff to increase employee understanding.	March 2026, 2027	Chair Reconciliation Committee
• Invite a local Traditional Owner or Custodian to provide a Welcome to Country at significant events each year.	Annually, reviewed December 2025, 2026	Chair Reconciliation Committee
• Ensure Aboriginal and Torres Strait Islander peoples and cultures are recognised and acknowledged in all public documents, at public events, in Anglicare NT reception areas, in Anglicare NT meeting templates and at internal meetings and in staff email signatures.	Annually, reviewed December 2025, 2026	Lead: Chair Reconciliation Committee Support: Regional Managers
7 Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.		
• Senior managers and Reconciliation Committee members to participate in one external NAIDOC Week event.	July 2025, 2026	Lead: CEO Support: Chair Reconciliation Committee
• Review HR policies and procedures to identify and remove barriers to staff participating in NAIDOC Week.	Annually, reviewed February 2026, 2027	Director People and Learning
• Support all staff in all regions where we operate to participate in NAIDOC Week events in their local area.	July 2025, 2026	Regional Operations Managers
• Hold an internal NAIDOC Week event at each Anglicare NT site.	July 2025, 2026	Lead: Chair Reconciliation Committee Support: Regional Operations Managers
• In consultation with local Aboriginal and Torres Strait Islander stakeholders, support a minimum of one external NAIDOC Week event each year in Darwin, Katherine, Alice Springs and Nhulunbuy.	July 2025, 2026	Regional Operations Managers
8 Demonstrate our commitment to promoting respect for Aboriginal and Torres Strait Islander cultures by the use of art and/or symbols.		
• Consult with local Aboriginal and Torres Strait Islander stakeholders and/or organisations on appropriate and respectful use of art, symbols and names in Anglicare NT infrastructure.	Ongoing, annual review June 2026, 2027	Executive Manager Partnerships
• All reception areas display Aboriginal and Torres Strait Islander art and/or symbols.	Ongoing, annual review June 2026, 2027	Lead: Chair Reconciliation Committee Support: Regional Operations Managers
• Fly the Aboriginal and Torres Strait Islander flags at Anglicare NT offices where infrastructure exists.	Ongoing, annual review June 2026, 2027	Lead: Chair Reconciliation Committee Support: Regional Operations Managers
• Website front pages include Aboriginal and Torres Strait Islander art/symbols, Acknowledgement of Country and references to reconciliation.	June 2026, annual review June 2027	Communications Manager
• Engage with local Aboriginal and Torres Strait Islander artists to design artwork to adorn Anglicare NT website.	October 2025, reviewed October 2026	Communications Manager

Deliverable	Timeline	Responsibility
9 Ensure cultural safety and both ways learning are recognised, understood and accepted as integral elements of work practice.		
• Review the strategic plan, various governance frameworks, code of conduct, supervision guidelines, workforce development strategy, cultural competence definition and other relevant documents to ensure cultural safety and both ways learning are embedded in policy and practice.	Ongoing, reviewed September 2025, 2026	Lead: CEO Support: Executive Manager Partnerships
• Consult with Aboriginal and Torres Strait Islander staff and stakeholders to inform the development of peer-to-peer training, mentoring and coaching strategies.	September 2025	Lead: Executive Manager Partnerships Support: Director People and Learning
• Develop and document a structured approach for peer-to-peer training, mentoring and coaching that supports both ways learning.	February 2026	Lead: Executive Manager Partnerships Support: Director People and Learning
• Establish and implement a peer-to-peer training, mentoring and coaching program.	July 2026	Lead: Executive Manager Partnerships Support: Director People and Learning
10 Ensure our services are culturally responsive and appropriate.		
• Invite Aboriginal and Torres Strait Islander peoples to provide feedback through participation at workshops, Aboriginal Reference Groups, surveys and yarning circles.	Ongoing, reviewed June 2026, 2027	Lead: Executive Manager Partnerships Support: Regional Operations Managers
• Formally evaluate the Workplace Cultural Audit Tool and implement the findings across all Anglicare NT programs and offices.	March 2026	Lead: Chair Reconciliation Committee Support: Regional Operations Managers
• Embed Aboriginal and Torres Strait Islander knowledge and cultural protocols into service delivery through regional planning, strengthening cultural safety and collaborating with Aboriginal controlled organisations to align programs with Closing the Gap priorities and community needs.	March 2027	Lead: Executive Manager Partnerships Support: Regional Operations Managers
• Research best practice on how our organisation can support truth telling through consultations with Aboriginal and Torres Strait Islander people and Traditional Owners.	March 2027	Lead: Executive Manager Partnerships Support: Regional Operations Managers
• Review the implementation of cultural protocols on engaging with Aboriginal and Torres Strait Islander peoples and using the NT Government's Aboriginal Interpreter Service (AIS).	June 2026, review annually	Executive Manager Partnerships

Below: Acknowledging some of our long-serving staff members.
Right: NAIDOC Week event at one of our Darwin sites.

NAIDOC
STAFF
CELEBRATING NAIDOC WEEK

Opportunities

We are committed to increasing the proportion of Aboriginal and Torres Strait Islander employees. We will support our Aboriginal and Torres Strait Islander staff and create meaningful employment, business and personal development opportunities in a safe and inclusive environment.

We aim to strengthen workforce strategies to engage and retain Aboriginal and Torres Strait Islander staff in Anglicare NT. The voice of Aboriginal and Torres Strait Islander peoples is prioritised at all levels in our organisation and in governance arrangements.

Deliverable	Timeline	Responsibility
11 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.		
• Increase Aboriginal and Torres Strait Islander employment to 20.8 per cent by 2027.	Interim target 18.3% by May 2026, 20.8% May 2027, review monthly	Lead: CEO Support: Director People and Learning
• Evaluate, review and refresh our Aboriginal and Torres Strait Islander Workforce Development Strategy through consultation with Aboriginal and Torres Strait Islander organisations and advisors to ensure its effectiveness and cultural responsiveness.	February 2026	Lead: Executive Manager Partnerships Support: Director People and Learning
• Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy via Yarning Circles and the next staff survey.	Ongoing, annual review June 2026, 2027	Lead: Executive Manager Partnerships Support: Chair Reconciliation Committee
• Gather and review data to build understanding of current Aboriginal and Torres Strait Islander recruitment and retention rates and identify barriers.	Ongoing, reviewed quarterly each year in March, June, September, December	Executive Manager Partnerships
• In consultation with Aboriginal and Torres Strait Islander advisors/organisations, review HR and recruitment procedures and policies to identify and remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2026, reviewed June 2027	Lead: Director People and Learning Support: Executive Manager Partnerships
• Review and modify job advertising and recruitment procedures and practice to more effectively reach Aboriginal and Torres Strait Islander peoples.	June 2026, reviewed June 2027	Lead: Executive Manager Partnerships Support: Director People and Learning
• Develop and implement a two-way mentoring/coaching program and set a target for staff to participate in the program.	October 2025, reviewed 2026	Lead: Director People and Learning Support: Executive Manager Partnerships
• Develop a succession plan for a management/senior level position to support Aboriginal and Torres Strait Islander representation at all management levels.	June 2026	Lead: CEO Support: Executive Manager Partnerships

Deliverable	Timeline	Responsibility
12 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.		
• In consultation with Aboriginal and Torres Strait Islander advisors/organisations, develop and implement an Aboriginal and Torres Strait Islander procurement strategy, to include a realistic target for annual procurement.	September 2025	Lead: Executive Manager Shared Services Support: CEO
• Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Annually, reviewed May 2026, 2027	Lead: Executive Manager Shared Services
• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	January 2026	Lead: Executive Manager Shared Services Support: Executive Manager Partnerships
• Maintain commercial relationships with at least three Aboriginal and/or Torres Strait Islander businesses.	Ongoing, reviewed June 2026, 2027	Lead: Executive Manager Shared Services
• Investigate Supply Nation membership.	September 2025	Executive Manager Partnerships
• Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.	March 2026, reviewed March 2027	Director People and Learning
13 Support our Aboriginal and Torres Strait Islander Staff Network.		
• Review Terms of Reference for the Aboriginal and Torres Strait Islander Staff Network.	Review annually, December each year	Executive Manager Partnerships
• Review guidelines for conducting Yarning Circles.	Review annually, December each year	Executive Manager Partnerships
• Capture Aboriginal and Torres Strait Islander Staff Network meetings on the organisational calendar.	January each year	Executive Manager Partnerships
• CEO to attend meetings with the Aboriginal and Torres Strait Islander Staff Network annually.	Annually, reviewed June 2026, 2027	CEO
14 Provide pathways to engage Aboriginal and Torres Strait Islander peoples in our workforce.		
• As part of the Workforce Development Strategy, create a mentoring and traineeship plan for young workers.	July 2026	Lead: Director People and Learning Support: Human Resource Advisor
• As part of the Workforce Development Strategy, develop and implement strategies for peer-to-peer training, mentoring and coaching to support Aboriginal and Torres Strait Islander participation in our workforce.	July 2026	Lead: Director People and Learning Support: Human Resource Advisor

Governance

Deliverable	Timeline	Responsibility
15 Establish and maintain an effective Reconciliation Committee to drive governance of the RAP.		
• Maintain Aboriginal and Torres Strait Islander representation on the Reconciliation Committee.	Ongoing, reviewed July 2025, 2026	Chair Reconciliation Committee
• Regularly review Reconciliation Committee Terms of Reference.	Reviewed annually, June 2026, 2027	Lead: Chair Reconciliation Committee Support: RAP Champion
• Meet at least four times per year to drive and monitor RAP implementation.	Reviewed June 2026, 2027	Lead: Chair Reconciliation Committee Support: RAP Champion
16 Provide appropriate support for effective implementation of RAP commitments.		
• Embed resource needs for RAP implementation.	Ongoing, reviewed June 2026, 2027	Lead: Executive Manager Shared Services Support: Chair Reconciliation Committee
• Embed key RAP actions in performance expectations of senior management and all staff.	Ongoing, reviewed June 2026, 2027	Lead: CEO Support: Chair Reconciliation Committee
• Develop and embed appropriate systems and capability to track, measure and report on RAP commitments.	Ongoing, reviewed June 2026, 2027	Executive Manager Partnerships
• Maintain an internal RAP Champion from senior management.	Ongoing, reviewed June 2026, 2027	CEO
• Include our RAP as a standing agenda item at senior leadership and executive management meetings, Anglicare NT board meetings and internal team meetings.	Ongoing, reviewed June 2026, 2027	Chair Reconciliation Committee
17 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.		
• 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	Executive Manager Partnerships
• Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey.	1 August annually	Executive Manager Partnerships
• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2025, 2026	Executive Manager Partnerships
• Develop and implement a data sharing policy across the organisation to encourage more effective tracking and monitoring of RAP commitments.	October 2025	Chair Reconciliation Committee
• Report RAP progress to all staff and senior leaders quarterly.	Quarterly in March, June, September, December	Lead: Chair Reconciliation Committee Support: Executive Manager Partnerships
• Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	Annually in November	Chair Reconciliation Committee
• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	February 2026	Executive Manager Partnerships
• Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2027	Executive Manager Partnerships
18 Continue our reconciliation journey by developing our next RAP.		
• Register via Reconciliation Australia's website to begin developing our next RAP.	November 2026	Executive Manager Partnerships

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