



INNOVATE  
OCT 2023 - OCT 2025



## Acknowledgement of country

Australian Regional and Remote Community Services (ARRCS) would like to begin by acknowledging the Traditional Custodians of the land that we provide services on, and acknowledge our gratitude that we share this land, our sorrow for all of the costs of that sharing, and our hope and belief that we can move to a place of equity, justice and partnership together.







## The Artwork

A caring place depicts the journey each of our residents takes in receiving care from ARRCs. Each meeting place represents the 6 locations ARRCs delivers services in Central Australia and represents positive relationships in those communities, with the smaller circular dot's representative of the country of our residents and their journey to ARRCs in the centre. The hands represent the many ARRCs Employees that meet the residents to care for them.

Anthony Lew-Fatt - Artist



## A Message from Our Chair

Australian Regional and Remote Community Services (ARRCS) has continued to strengthen our commitment to the people and communities of the Northern Territory providing a comprehensive range of residential and community aged care, disability and children's services. Under the auspices of the the Uniting Church in Australia, ARRCS seeks to work in ways that recognise First Nations people as first peoples and to treat their cultures and beliefs with respect.

ARRCS is excited to be continuing our work within the First Nations community and to be increasing our level of commitment by way of our Innovate Reconciliation Action Plan (RAP).

This Innovate RAP outlines the unique vision ARRCS has for reconciliation. We have been aspirational and innovative in our commitments as we seek to further develop and strengthen our relationships, continue to show and build the level of respect and create opportunities for First Nations people.

ARRCS commenced its Reconciliation journey in 2018 with the implementation of its Reflect RAP 2018-2019 which set out to reflect on our journey, evaluate who we are as an organisation and establish a foundation for our reconciliation commitments.

During this time we have implemented Cultural Awareness Training and resources for all staff, adopted both Welcome to Country and Acknowledgement of Country protocols, increased organisational participation in both NAIDOC Week and Reconciliation Week and established partnerships to assist in our employment journey.

"Through this work we have established a foundation on which we will continue to grow." I look forward to working with my colleagues in continuing the ARRCS reconciliation journey and ensuring that an organisation we continue to walk with our First Nations brothers and sisters in creating a better future.

Craig Barke  
Chair



# A Message from Our General Manager

Reconciliation at Australian Regional and Remote Community Services (ARRCS) is about more than just making the commitment. Reconciliation is about creating accountability, equity and above all consistency.

This commitment will mark the organisations 3rd RAP and 5th year of committing to do the right thing. The commitments within this RAP will see the organisation deliver a higher standard of care in a culturally appropriate manner when it comes to our First Nations clients across the Northern Territory and the work that our First Nations Programs team have completed has set the foundation to achieve great things in the next 3 years.

As an organisation we will continue to walk with our First Nations brothers and sisters to create a positive future.

Wendy Hubbard  
General Manager





## Reconciliation Australia CEO Statement

Reconciliation Australia commends Australian Regional and Remote Community Services 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. Australian Regional and Remote Community Services continues to be part of a strong network of more than 2,500 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 Australian Regional and Remote Community Services will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Australian Regional and Remote

Community Services 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 Australian Regional and Remote Community Services 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, Australian Regional and Remote Community Services will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Australian Regional and Remote Community Services' future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Australian Regional and Remote Community Services on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine  
Chief Executive Officer  
Reconciliation Australia



# The Reconciliation Action Plan Working Group

## RAP Champion

Anthony Lew-Fatt      Regional Manager, First Nations Programs

## RAP Working Group Members

Anthony Lew-Fatt	Regional Manager, First Nations Programs
Charmain Collins	Operations Manager, Home Care
Christian Buntine	Administration Officer, Nganampa Ngura Mutijulu-nya
Breath Clifton	Team Leader, First Nations Programs South
Aavaisha Cockatoo-Collins	Personal Care Worker, Terrace Gardens Aged Care
Donna Hewish	Executive Assistant, Clinical Governance and Risk
Emma Kay	Executive Assistant, First Nations Programs
Sheila Kelly	Marketing and Fundraising Officer
Natalie Kopp	Troopy Officer, Troopy Program South
Jenny Messell	Service Manager, Juninga Centre
Ruth Much	Activities Officer, Pulkapulka Kari
Irene Snell	Service Manager, Pulkapulka Kari

ARRCS has placed a strong focus on enabling the voice of our First Nations staff when it comes to its commitments to reconciliation, we commit to maintaining a minimum of 50% of the RAP Working Group being represented by First Nations staff.

50%  
identifying as  
First Nations  
people



50%  
non Indigenous  
people



## Our Vision

ARRCS Vision for Reconciliation is to advocate for Australia's First Nations cultures and identity through our services and empower self-determination for economic, social, and cultural development. We will be unified in creating a place of belonging and respecting the connections First Nations Australians have to their communities, lands, and culture.

## Our Values

ARRCS believes that our values are fundamental to the work we do.



### Compassion

Through our understanding and empathy for others we bring holistic care, hope and inspiration.



### Respect

We accept and honour diversity, uniqueness, and the contribution of others.



### Justice

We commit to focus on the needs of the people we serve and to work for a fair, just and sustainable society.



### Working Together

We value and appreciate the richness of individual contributors, partnerships, and teamwork.



### Leading Through Nurturing

Our culture encourages innovation and supports learning.



# Focus Areas

Australian Regional and Remote Community Services (ARRCS) was established in July 2014 and provides aged care and community services in the Northern Territory. It operates eleven residential aged care services and seven community programs in Darwin, Nhulunbuy, Katherine, Tennant Creek, Alice Springs, Mutitjulu, Docker River and many remote communities. Many of the services are specifically designed for First Nations people.

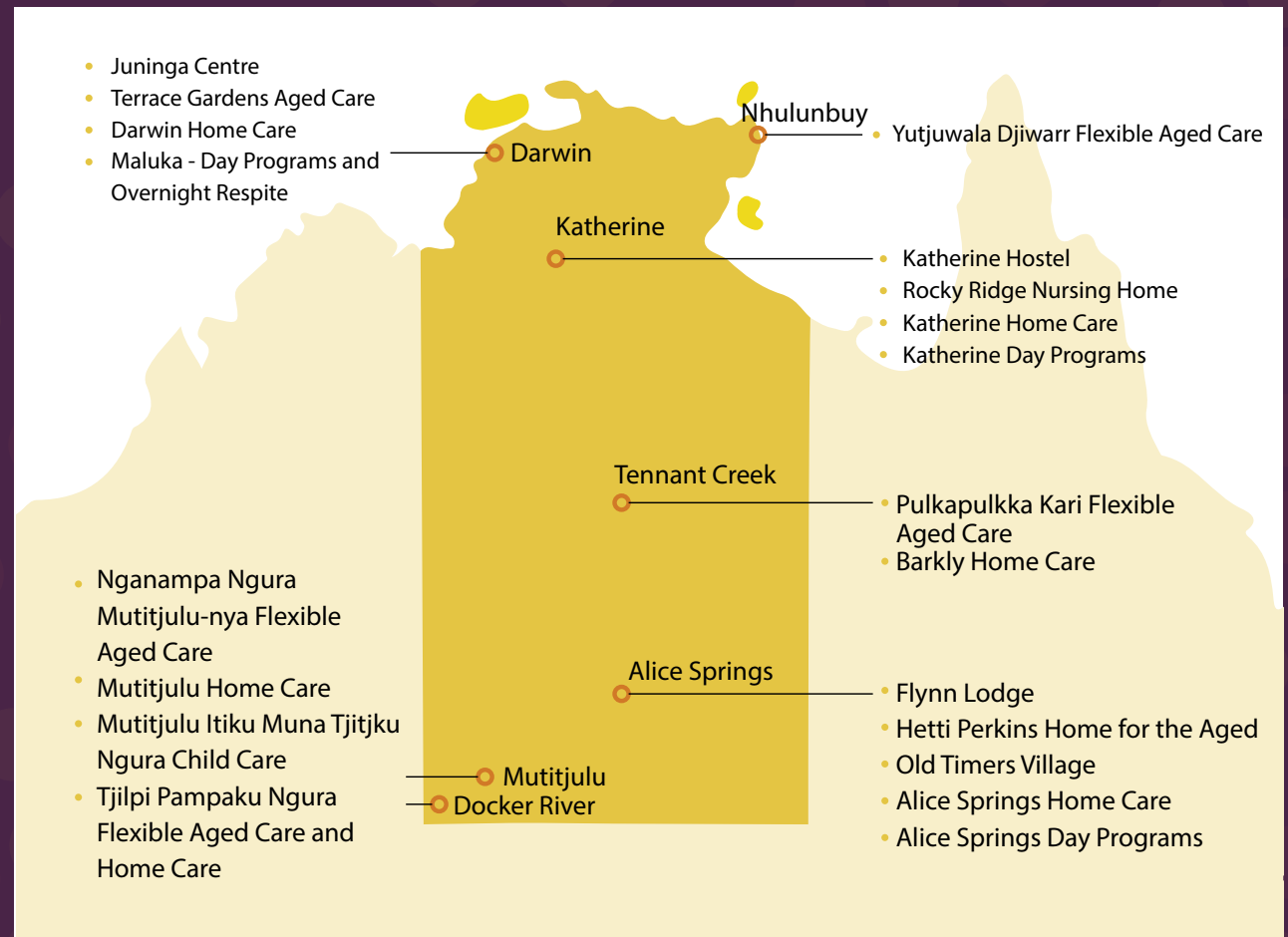
ARRCS provides residents of the Northern Territory with support that is responsive to people's needs now and as their circumstances change. These services are available to older people, people living with a disability, or recently discharged from hospital, and individuals and carers who need support.

People receive support in their own homes, in the community, in our community centres and our residential aged care facilities.

ARRCS is more than a care provider. It is an integral part of the community, recruiting staff and volunteers from local areas and partnering with other community service providers, government departments and agencies, hospitals, and GP's.

ARRCS employs over 725 Staff including 31 First Nations Australians in various roles including:

- Personal Care Assistant
- Maintenance Officer
- Enrolled and Registered Nurses
- Hospitality
- Activity Officers & Leisure and Lifestyle Coordinator's
- Administration
- Various Management and Leadership positions



## Our RAP Journey

In 2018 ARRCs launched its first RAP which focused on gaining an understanding of the organisations level of cultural knowledge and the level of respect towards First Nations People. Through this work we were able to begin to build the foundations that the organisation needed for it to make an impact on reconciliation.

In 2020 we launched our second RAP, in the 3 years following was a period of trial for ARRCs when it came to the delivery of our commitments. The period of innovation saw ARRCs trial different employment methods, introduce new positions that lead to a higher level of care for our residents, implement mandatory Cultural Awareness Training, have a renewed focus on First Nations foods and collaborate on projects such as the Human Room in Mutitjulu and of course the consultation, build and opening of our newest facility in Nhulunbuy.

## Our Learnings

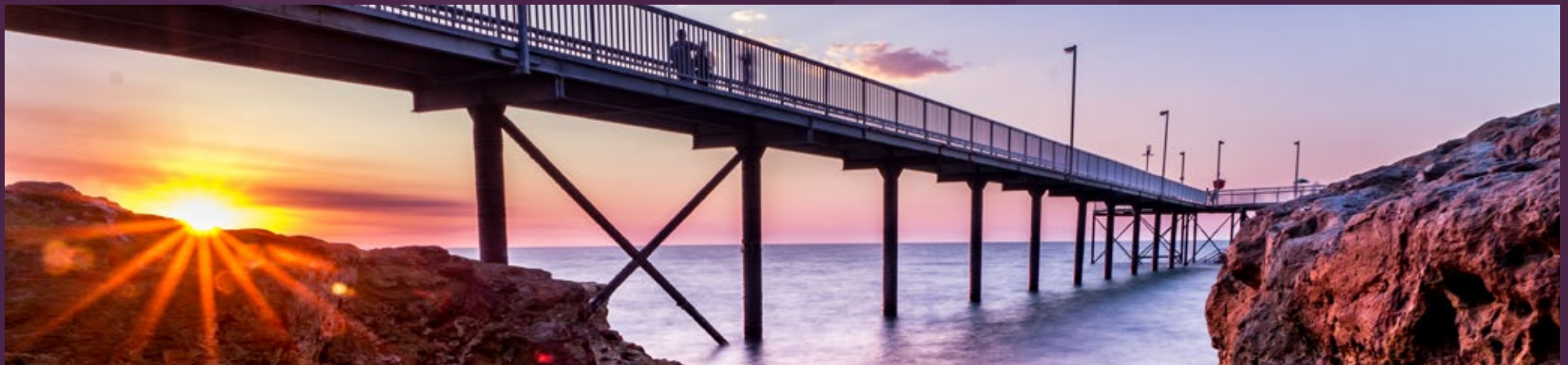
The past 3 years has been a period of trial for the Australian Regional and Remote Community Services (ARRCS) when it came to the delivery of our commitments in our second Reconciliation Action Plan (RAP). This period of innovation saw ARRCs trial different employment methods, introduce new positions that lead to a higher level of care for our residents, implement mandatory Cultural Awareness Training and have a renewed focus on First Nations foods. Our major challenge came in the form of attracting First Nations people to the industry in the Northern Territory which has resulted in the re-structuring of our Traineeship Program and a renewed focus from the organisation with firm targets implemented in this RAP to create long term results.

## Our significant RAP achievements in 2020-2022 include:

- Consult, Build and Open our newest facility in

Nhulunbuy –Yutjuwala Djiwarr ‘Little Heaven’ Flexible Aged Care

- Opened Ngura Kulila Ninanyiin Mutitjulu’s Nganampa Ngura Mutitjulu-nya Flexible Aged Care. This state-of-the-art sensory room enables our elders to experience country, sounds and even smells. It is utilised to work with elders that may be missing home, have dementia or for those that are palliating and cannot return home.
- Implemented mandatory online Cultural training for all staff.
- Structured internal mentoring program introduced to support all First Nations staff, new and existing.
- Employment of Cultural Specialists to promote and advise on culturally safe care across the organisation.
- ARRCs held its inaugural First Nations Staff Conference which gave all attendees access to training and career progression conversations





# Our Business Principles

## Relationships

Governance and Partnerships ARRCs are committed to building sustainable relationships with the First Nations communities to work together in creating a Cultural Security Framework.

## Respect

Cultural Appreciation and Traditional Languages ARRCs recognises that to provide a holistic service, we must respect the Culture and Traditional Languages of our First Nations residents. For us to do this, we must acknowledge and appreciate both the Culture and Traditional Language our residents bring to the service

## Opportunities

Employment and Capability Building ARRCs recognises that to build sustainable and meaningful employment for First Nations people, we must invest in the capability and leadership development of our employees, community and the business.



# Good News Stories

## Ngura Kulila Ninanyi “A Place to sit and Listen.”

Since opening in August 2022 many residents have benefited significantly, as will many more to come.

Located at Nganampa Ngura Mutitjulu-nya Flexible Aged Care Facility at Mutitjulu, Ngura Kulila Ninanyi is a Sensory Room, its an immersive experience that uses video, sound and colour lighting to help reduce stress and induce relaxation. It was created with specialised equipment, items of significance, artworks, and artefacts to provide a peaceful and tranquil place for our First Nations residents. A principal on-site designer worked with local artists, musicians, and filmmakers to develop scenes, sounds and videos that depict the local country and surrounds.

One of the long-term residents, is in their 70's and lives with advanced dementia and schizophrenia, they often experience manic episodes that at times require medical intervention to manage. One night, at 9pm they were loudly humming and clapping and was escalating which is the usual start of a manic episode, a care worker took them to Ngura Kulila Ninanyi and put on music and a video, the clapping and frantic humming subsided within 10-15 minutes, and they began softly singing along with the music, after 30 minutes they were happy to return to their room and then settled to sleep and remained there for the entire night.





## Yutjuwala Djiwarr Flexible Aged Care – Little Heaven

The connection to country is felt from the moment you enter Yutjuwala Djiwarr Nhulunbuy flexible aged care facility - “Little Heaven”. Developed in consultation with the Yolngu community, the new facility delivers the first culturally appropriate residential aged care facility and future dialysis unit in Nhulunbuy, East Arnhem Land supporting senior Territorians to age where they can maintain their strong connections with country.

The Yolngu vision for the facility is that it will provide care and meaning for Yolngu Elders: a place of safety and wellness where Elders are valued for their contribution and wisdom; where they will experience peace and value in their final years; where they can share their knowledge with others and live a life of purpose and serenity. Connecting with family and young minds is equally as important in the balance of health and wellbeing.

Constructed and designed to maximise the involvement of local people and materials for a more ethical build, timber was sourced from the Gumatj Mill and travelled less than 50km from source and milled by local Yolngu men. The connection to country commences at the entry gate of the facility, and includes stencils of the local flora on the pathways to the open, airy and sun filled design, bringing the outdoors in.

Yutjuwala Djiwarr is a 33-bed facility inclusive of palliation family room. Each bedroom provides access to the outdoors with sheltered verandas, suitable for resting, and visiting family. The large outdoor areas offer opportunity to reflect amongst the locally sourced plants and shrubs, conduct bush medicine healing sessions or to just enjoy the outdoors.



## Providing opportunities for young people

ARRCS has committed to increasing and maintaining First Nations employment, one of the ways we do this is to provide traineeships for young people.

Aavaisha has proven to be one of our shining stars, she is a member of our RAP Working Group and the recipient of our Reconciliation Week 2022 Indigenous Young Leader of the Year Award.

'I came to ARRCS through GTNT Institute of Skills and Training Australia where I completed my Certificate III in Individual Support in October 2022. I currently work in our memory support unit supporting our residents with more advanced stages of dementia. I love working on my feet and being able to build positive relationships with my residents, learning the resident's individual needs and supporting them however they need. I've been encouraged to go into nursing but currently I'm happy working as a carer. It's hard work but I believe that other young people would enjoy being a care worker as it is a very fulfilling job. As an indigenous person I also believe having more First Nations staff would highly benefit our First Nations residents in aged care and I encourage more indigenous people to apply.' – Aavaisha Cockatoo-Collins, PCW Terrace Gardens Aged Care.





## First Nations Conference 2022

ARRCS held its inaugural First Nations Conference in May 2022 which brought together many of our First Nations employees from across the organisation. During the 5-day conference in Darwin, our First Nations employees had the opportunity to complete accredited training, provide feedback on organisational and service culture, undertake virtual reality giving them a new insight on those with dementia, have the opportunity meet, collaborate, and socialise with colleagues from across the Northern Territory. Plans are in place to hold this conference annually.









A person wearing a plaid shirt is pouring water from a coconut shell into a large wooden bowl filled with green leaves. The scene is outdoors, with a tree trunk visible in the background. The text "Innovate Reconciliation Action Plan" is overlaid on the left side of the image.

# Innovate Reconciliation Action Plan



## Relationships

ARRCS aims to build on the momentum of our previous Reconciliation Action Plan in continuing to foster meaningful relationships between the organisation and First Nations communities and organisations. We see this a paramount to provide the best possible service and care to all of our clients and their families.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.	Meet with local First Nations stakeholders and organisations to develop relationships according to guiding principles	December 2023	Regional Manager First Nations Programs
	Develop and implement an engagement plan to work with First Nations stakeholders and organisations.	December 2023	Regional Manager First Nations Programs
	Identify and develop a network of First Nations peoples, communities and organisations within our local area or sphere of influence to approach that result in 4 mutually beneficial partnerships on our reconciliation journey	June 2024, 2025	Regional Manager First Nations Programs
	Invite an external guest speaker from a local community organisation or Traditional Owner group to attend each RWG meeting.	October 2024	RAP Working Group Co-Chairs





Action	Deliverable	Timeline	Responsibility
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	April 2024, 2025	First Nations Programs Team
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June 2024, 2025	RAP Working Group 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 2024, 2025	General Manager
	Organise at least one NRW event each year.	27 May- 3 June 2024, 2025	Executive Team, Service Manager
	Register all our NRW events on Reconciliation Australia's <a href="#">NRW website</a>	May 2024, 2025	Marketing and Fundraising Officer
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	December 2023	Regional Manager First Nations Programs
	Communicate our commitment to reconciliation publicly.	December 2023	General Manager
	Actively work with external stakeholders to drive positive reconciliation outcomes both within the organisation and in the community.	July 2024, 2025	Lead: Regional Manager First Nations Programs Support: First Nations Programs Team
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	December 2025	Lead: Regional Manager First Nations Programs Support: First Nations Programs Team
4. Promote positive race relations through anti-discrimination strategies.	Promote and raise awareness within the organisation about our Anti-Discrimination Policy.	December 2023	Lead: Regional Manager People and Culture Support: People and Culture Team
	Continue to educate senior leaders on the effects of racism and ensure all new leaders are provided with this training	March 2024, 2025	Lead: Regional Manager People and Culture Support: People and Culture Team



Through this RAP ARRCs endeavours to strengthen and celebrate the shared history between Australia's First Nations People and non-Indigenous Australia in the Aged Care and Disability Support sector. We acknowledge and value the differences of each of our clients and their families and strive towards culturally appropriate care for First Nations People.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.	Implement, our cultural learning strategy that ensures ARRCs Staff have both a broad and local understanding of consumer culture from a First Nations perspective.	June 2024, 2025	Regional Manager First Nations Programs
	Provide opportunities for RAP Working Group members, People and culture, managers, and other key leadership staff to participate in formal and structured cultural learning.	June 2024, 2025	Regional Manager First Nations Programs
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	December 2023	Regional Manager First Nations Programs
	Continue to regularly review and respond to cultural learning needs within our organisation	June 2024, 2025	Lead: Regional Manager First Nations Programs Support: First Nations Programs Team





Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to First Nations People by observing cultural protocols.	Implement and promote our strategy to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2023, 2024	Lead: Regional Manager People and Culture Support: People and Culture Team
	Distribute and Promote the ARRCs cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	September 2023	Lead: Regional Manager People and Culture Support: People and Culture Team
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Reported on in June 2024, 2025	Lead: General Manager Support: First Nations Programs Team
	Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	August 2025	Lead: General Manager Support: All ARRCs Staff
	Develop guidelines to engage with Residents and their family in the event of a death.	December 2024	Lead: General Manager Support: Executive Team
7. Build respect for First Nations cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	July 2024, 2025	RAP Working Group Co-Chairs
	Promote and encourage participation in Internal and external NAIDOC events to all staff.	First week in July 2024, 2025	Lead: Regional Manager First Nations Programs Support: First Nations Programs Team
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week and consult with staff, particularly new staff, to inform improved policies around this where required.	June 2024, 2025	Lead: Regional Manager People and Culture Support: People and Culture Team
8. Create a safe, respectful, engaging and inviting space for all First Nations community, staff, and consumers.	Review current systems practices to ensure that service delivery is culturally informed in contributing to closing the gap in First Nations aged care.	December 2024	Lead: General Manager Support: Executive Team
	Create and implement recommendations based on the review of systems and practices to ensure the organisations is actively creating and implementing best practice in Aged Care.	August 2025	Regional Manager First Nations Programs



## Opportunities

In creating opportunities and exploring supplier diversity with First Nations people and business we build the capacity of the organisation while forming a dynamic workforce of leaders.

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing First Nations recruitment, retention, and professional development.	Engage, develop, and implement a First Nations recruitment, retention and professional development strategy.	December 2025	Lead: Regional Manager First Nations Programs Support: First Nations Programs Team
	Advertise job vacancies to effectively reach First Nations stakeholders.	September 2024, 2025	Lead: Regional Manager People and Culture Support People and Culture Team
	Engage People and Culture to develop policies and procedures in relation to culturally appropriate leave	December 2024	Regional Manager First Nations Programs
	Develop and implement an innovative First Nations Workforce Strategy that aims to increase and retain First Nations employees with a goal of achieving and maintaining 20% First Nations employment	December 2025	Lead: Regional Manager First Nations Programs Support: First Nations Programs Team
	Implement our traineeship program to assist in the delivery of the First Nations Workforce Strategy.	October 2024, 2025	Lead: Regional Manager First Nations Programs Support: First Nations Programs Team
	Recruit and onboard 20 First Nations trainees each year	November 2024, 2025	Lead: Regional Manager First Nations Programs Support: First Nations Programs Team
	Conduct Professional development conversations with 100% of First Nations staff members	May, October 2024, 2025	Lead: Regional Manager First Nations Programs Support: First Nations Programs Team



Action	Deliverable	Timeline	Responsibility
10. Increase First Nations supplier diversity to support improved economic and social outcomes.	Develop and implement a First Nations procurement strategy.	June 2024	Lead: General Manager Support: Executive Team
	Become a Supply Nation member.	August 2024	Lead: Regional Manager First Nations Programs Support: First Nations Programs Team
	Develop and communicate opportunities for procurement of goods and services from First Nations businesses to staff.	June 2024	Lead: Regional Manager First Nations Programs Support: First Nations Programs Team
	Implement procurement practices to remove barriers to procuring goods and services from first nations businesses.	June 2024	Lead: General Manager Support: Executive Team, UCQ Procurement Team
	Develop commercial relationships with First Nations businesses.	December 2025	Lead: General Manager Support: Executive Team, UCQ Procurement Team
	Procure \$500,000 worth of goods and services from First Nations businesses annually	June 2024, 2025	Lead: General Manager Support: UCQ Procurement Team
11. Investigate and implement opportunities that relate to the uplift in physical and emotional wellbeing of First Nations Elders	Ensure the Elders supported within all ARRCs services have regular and consistent opportunities to gather, prepare, and consume traditional foods	August 2025	Lead: General Manager Support: Service Managers, First Nations Programs Team
	Investigate and implement opportunities to connect Youth with the Elders supported within all ARRCs services	March 2024, 2025	Lead: General Manager Support: Service Managers, First Nations Programs Team
	Consult with First Nations Elders and communities to ensure we are providing culturally appropriate care	June 2024, 2025	Lead: General Manager Support: Service Managers, First Nations Programs Team



## Governance

ARRCS is committed to understanding and respecting First Nations cultural perspectives, history, beliefs and their preferred way of being cared for. We will ensure that we continue to embrace and support all lessons learnt in RAP I and this RAP, to creating and maintaining a place of equality.

Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain a minimum of 51% First Nations representation on the RWG.	August 2025	RAP Working Group Co-Chairs
	Apply and review a Terms of Reference for the RWG.	March 2025	RAP Working Group Co-Chairs
	Meet at least four times per year to drive and monitor RAP implementation.	November 2023, 2024 February 2024, 2025 May 2024, 2025 August 2024, 2025	RAP Working Group Co-Chairs
13. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	August 2023	Regional Manager First Nations Programs
	Engage our senior leaders and other staff in the delivery of RAP commitments.	September 2024	Regional Manager First Nations Programs
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	September 2024	Regional Manager First Nations Programs







Action	Deliverable	Timeline	Responsibility
14. 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	Regional Manager First Nations Programs
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August Annually	Regional Manager First Nations Programs
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September Annually	Regional Manager First Nations Programs
	Report RAP progress to all staff and senior leaders quarterly.	December 2023, 2024 March 2024, 2025 June 2024 2025 September 2024, 2025	Lead: Regional Manager First Nations Programs Support: First Nations Programs Team
	Publicly report our RAP achievements, challenges, and learnings, annually.	August 2025	General Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2024	RAP Working Group Co-Chairs
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	August 2025	Regional Manager First Nations Programs
15. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	February 2025	Regional Manager First Nations Programs

#### Contact details

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