

# AnglicareSA and Believe Housing Australia

## INNOVATE Reconciliation Action Plan

April 2025 - April 2027



## Terminology statement

The terms First Nations peoples and First Peoples are used interchangeably throughout our Reconciliation Action Plan and Acknowledgement of Country. While 'Aboriginal and/or Torres Strait Islander peoples' have become the generally accepted terms when speaking and writing about Australia's First Peoples, the decision by AnglicareSA to use the reference 'First Nations' and 'First Peoples' is guided by the First Nations Employee Network. We acknowledge that the use of the terms 'First Nations' and 'First Peoples' is not without contention, however, we feel they respectfully encompass the diversity of Aboriginal and Torres Strait Islander cultures, peoples, and identities.

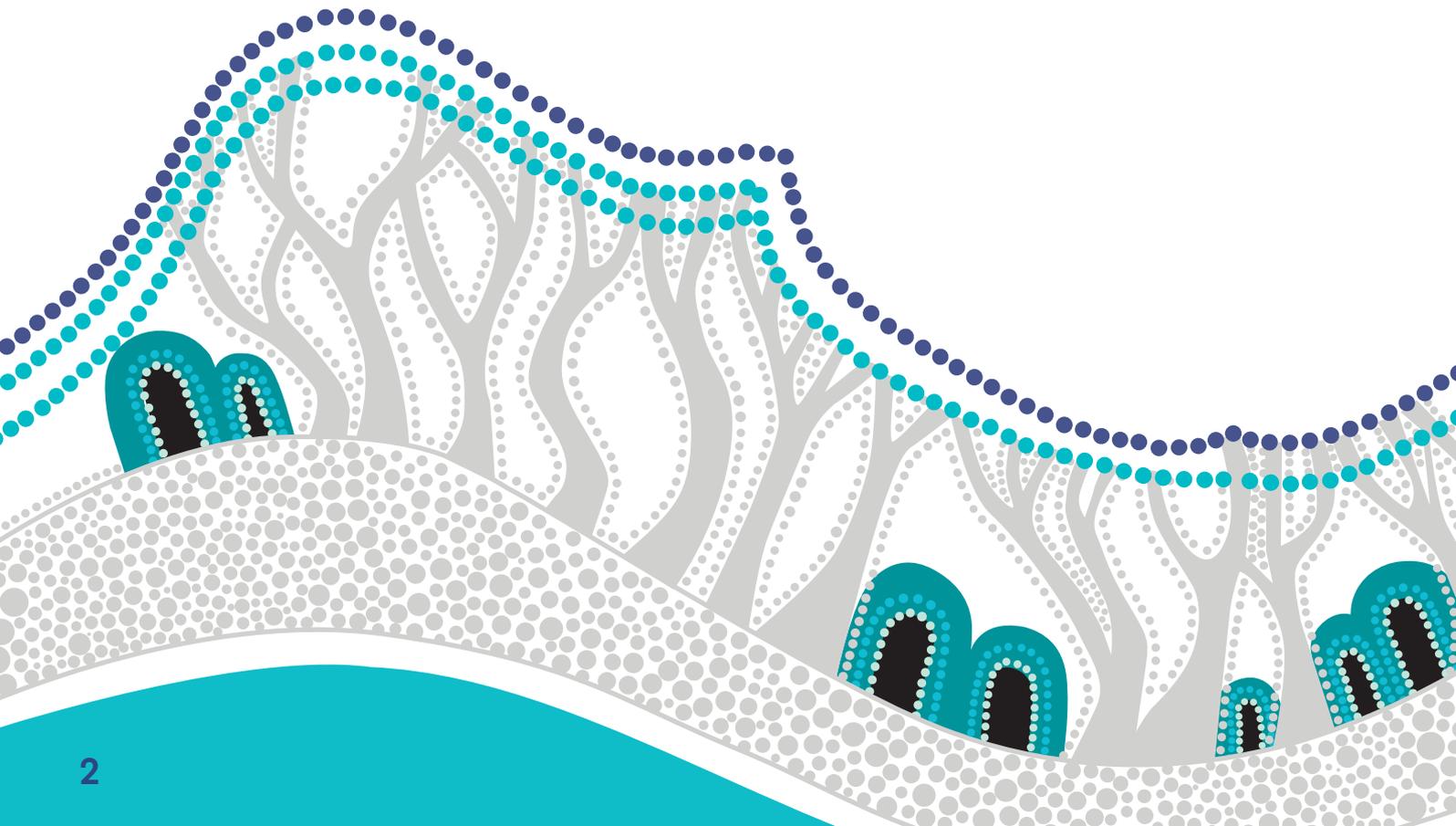
We also recognise that these types of general terms have different degrees of support, and do not accurately reflect the diversity of 'Aboriginal and/or Torres Strait Islander peoples' who represent hundreds of nations, languages, and clan groups with distinct cultural identities. Many 'Aboriginal and/or Torres Strait Islander peoples' prefer to be known by their Nation/or specific group or clan name, and this must be respected.

The preference of 'First Nations' and 'First Peoples' is a guide only and should not replace the advice from local communities. Employees are encouraged to consult with local Elders, individuals, and communities for advice on local preferences and adapt communications in line with that advice. AnglicareSA's Cultural Protocol document provides further guidance.

## Important message for First Nations Peoples

AnglicareSA acknowledges that Sorry Business and bereavement practices of First Nations and First Peoples vary in different communities and regions. We advise that readers should be aware that this publication may contain the images/names of First Peoples who have passed away.

AnglicareSA will continue to show respect to Sorry Business and bereavement cultural practices and protocols and remove sensitive content if requested by family or authorised family representatives.



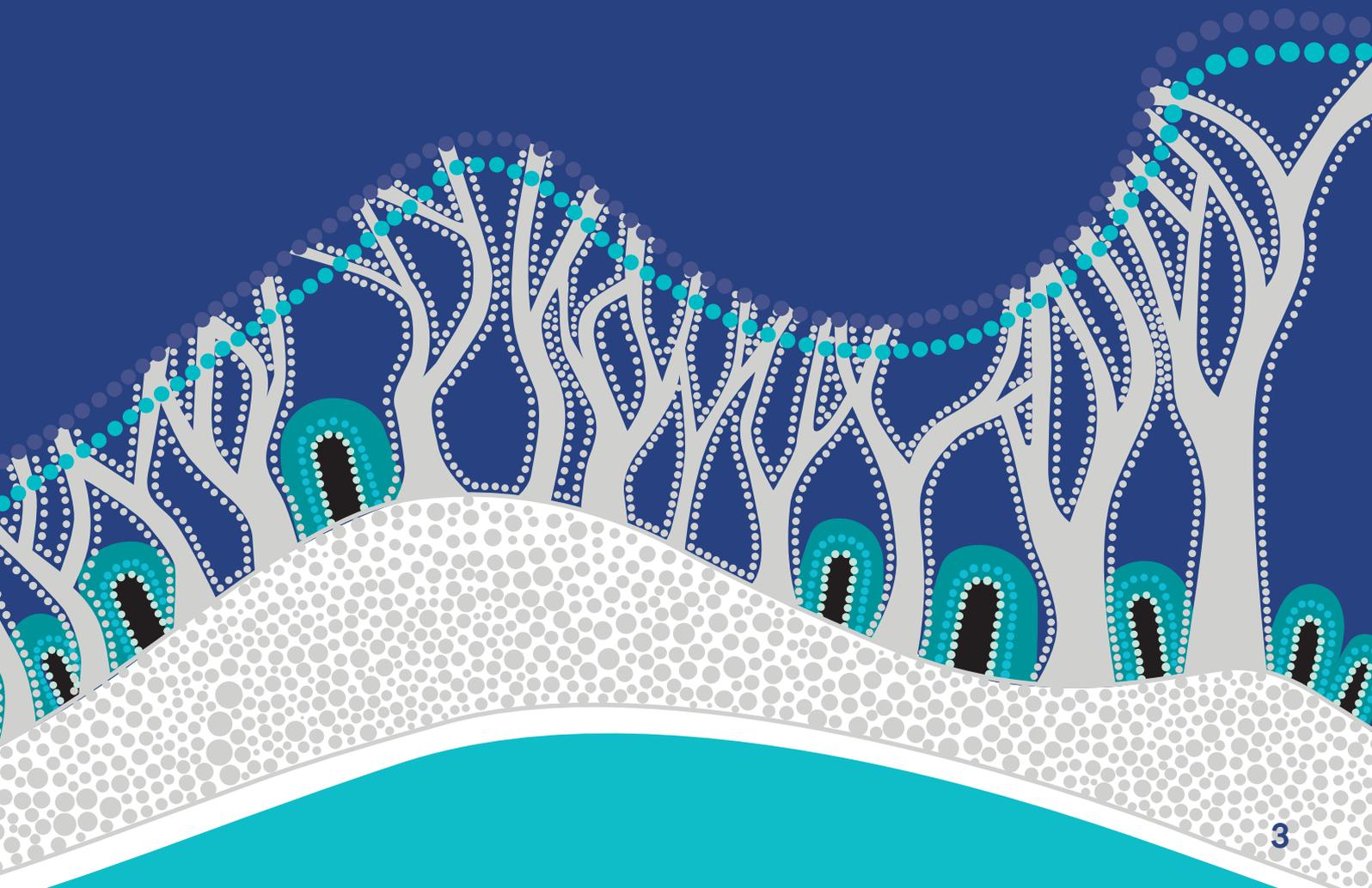
# Acknowledgement of Country

We express our gratitude to Traditional Owners and Custodians for their continuous care of this ancient Country, for thousands of generations, and for the sharing of this land that was never ceded.

We recognise and respect the wisdom of all Elders past, present, and those to come, and extend this to all First Nations peoples and their living cultures.

We walk softly alongside First Nations peoples as allies committed to seeking guidance, listening with purpose, and acting with courage in our future together.

Always was, always will be.



## RAP Artwork



### Our Story

"This piece I've titled 'Our Story' represents my observance of the intensity of energy and spirit of reconciliation expanding across all levels of AnglicareSA.

"It represents AnglicareSA placing the customer and the South Australian community at the heart of everything they do. Moving through the artwork are swirls symbolic of arms reaching out into community, providing compassionate care to those seeking support. The circles in the centre of those swirls represent communities across South Australia. The two dotted lines wrapped around the swirls reflect AnglicareSA walking softly, side-by-side with children, young people, individuals, and families, as they navigate the programs, services, and supports they seek from this caring and compassionate organisation, that also connects them in community. The large horseshoe-shaped element represents Believe Housing Australia, a place of safety to find your feet and build a future.

"The river is represented as a significant cultural element moving throughout Country, representing the journey of life, renewal, and the strength of culture for First Nations peoples."

"Located in the centre of the artwork, I've placed two coolamons; the left one symbolises the holding of little ones, children, and young people through their times of needing support; and the coolamon to the right symbolises AnglicareSA holding adults and families in their time of need, as well as providing food security for the health and wellbeing of people and communities. The bottom of the artwork represents connection to Country, respecting First Nations customers. This is represented by tree trunks showing growth through healing, the elements between the trees represent housing accommodation – social and community housing, private rental, and home ownership – giving First Nations peoples a secure place to call home and a sense of belonging. The seeds underneath represent new beginnings and relationships for a healthy life. To experience life and flourish in its fullness with support to live the very best life possible."

### Artist background

Karen Briggs is an illustrator, graphic and digital designer, and contemporary First Nations artist. She is a Yorta Yorta woman whose ancestral homeland radiates from the junction of the Goulburn and Murray Rivers in North East Victoria. Karen has lived in the Adelaide Hills for many years and has a Bachelor of Design from the University of South Australia and a Diploma in Applied Design (Multimedia) from TAFE SA. She says the Adelaide Hills inspires her to draw themes from nature, recalling vivid memories of time spent with her grandmother on Country.

Artwork and layout of this RAP was produced by Karen Briggs (Yorta Yorta) from KLB CREATIVE



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## Message from the Chief Executive Officer of AnglicareSA



Grant Reubenicht, AnglicareSA CEO  
Photo credit: Ky Luu, B Captured.

Since launching our 2022-2024 Reconciliation Action Plan (RAP), the conversation around reconciliation has developed and significantly changed. The outcome of the referendum had a profound impact on the community in ways that we are only just beginning to come to terms with.

Our previous RAP was written with a sense of optimism. This RAP was written with the sobering realisation that Australia is facing a much longer road to reconciliation than we had previously anticipated.

We recognise our obligation to utilise the resources at our disposal and collaborate with the networks in which we operate, to bring all members of the AnglicareSA community along on this journey, no matter what stage that may be.

It is a road that will be uncomfortable and difficult at times. With this in mind, I acknowledge the effort it has taken for First Nations contributors of this RAP to give their insights and energy to this process, at a time when the cultural load of the community is significant.

We will continue to work on ways that we can shoulder this load together, as colleagues and allies. As an organisation that is directly supporting individuals, families, and communities, we have unique insights into the impact of intergenerational trauma resulting from colonisation. We know that it is only through accepting and reconciling our shared history and learning our true history, that we will see better outcomes for those we serve.

Our hope is to see an end to the disproportionate number of First Nations people accessing our services. As an organisation, we will act as allies with First Nations communities to advocate for systemic change to address this inequity.

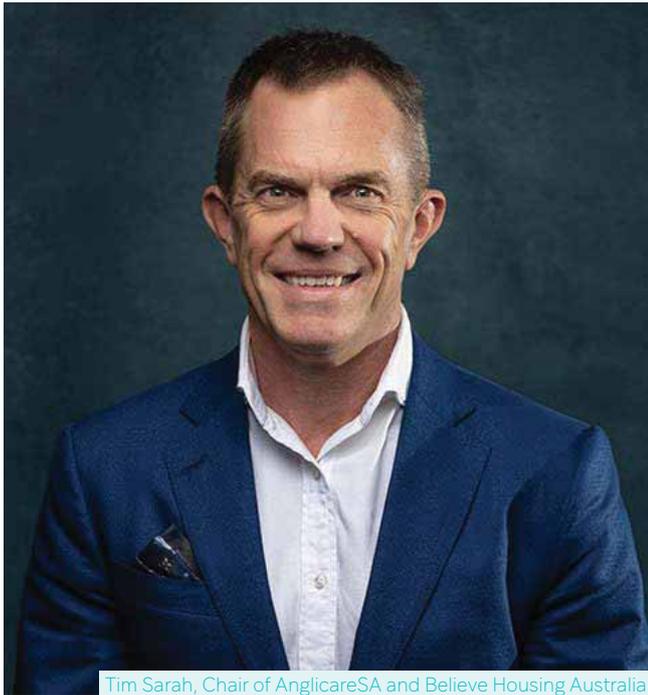
At an operational level, we have strong frameworks and initiatives in place that we will continue to embed into the fabric of our organisation. Weaving Our Worlds and the Reconciliation Ambassador program are initiatives that will help build and raise the cultural capability within our workforce, ensuring culturally safe spaces, practices, interactions, and responses for First Nations employees and customers.

We are committed to creating an environment where culture is celebrated, diversity is welcomed, and where authentic and respectful relationships are fostered.

Thank you to everyone who played a part in the development of what is our fourth RAP. I look forward to seeing how our actions convert into real and lasting change.

**Grant Reubenicht**  
Chief Executive Officer  
AnglicareSA

# Message from the Chair of AnglicareSA and Believe Housing



Tim Sarah, Chair of AnglicareSA and Believe Housing Australia  
*Photo credit: Ky Luu, B Captured.*

On behalf of the AnglicareSA Board, I accept we have a responsibility to play a role towards a reconciled Australia. We acknowledge that the landscape on this important subject has changed, with the result of the referendum impacting the reconciliation ambitions of the nation and clouding the way forward to bring the nation together.

While we are pleased with our achievements for our 2022-2024 RAP, we remain acutely aware that there remains significant work to be done. Achieving meaningful change necessitates ongoing sustained and consistent efforts.

The AnglicareSA Board remains committed to supporting the organisation with the necessary resources to continue our role in reconciliation to be played.

The Innovate 2025-2027 RAP is AnglicareSA's fourth RAP. This is a plan that continues to embed and expand reconciliation efforts within our organisation and focuses on our sphere of influence across the wider community. It is a plan that is achievable, authentic, and has commitment from all levels of the organisation to create an environment where First Nations peoples feel valued, respected, and culturally safe. The AnglicareSA Board would like to thank everyone who played a part in developing the Innovate 2025-2027 RAP, specifically First Nations contributors who continue to tirelessly give their time, efforts, and emotional energy into sharing their wisdom and knowledge, particularly recently during periods of increased cultural responsibilities. We want to make a positive difference and will be accountable for the progress we strive to achieve. There will be challenges and moments of uncertainty and discomfort, but AnglicareSA remains unwaveringly committed to facing them with integrity and resolve.

**Tim Sarah**  
Chair of AnglicareSA and  
Believe Housing Australia



## Statement from the Chief Executive Officer of Reconciliation Australia



Karen Mundine, Reconciliation Australia CEO  
Photo credit: Joseph Mayers

### Reconciliation Australia commends AnglicareSA on the formal endorsement of its second Innovate Reconciliation Action Plan.

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 three million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. AnglicareSA 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 AnglicareSA will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to AnglicareSA using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of employees 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 AnglicareSA to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering employees to contribute to this process, AnglicareSA will ensure shared and cooperative success in the long term.

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

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

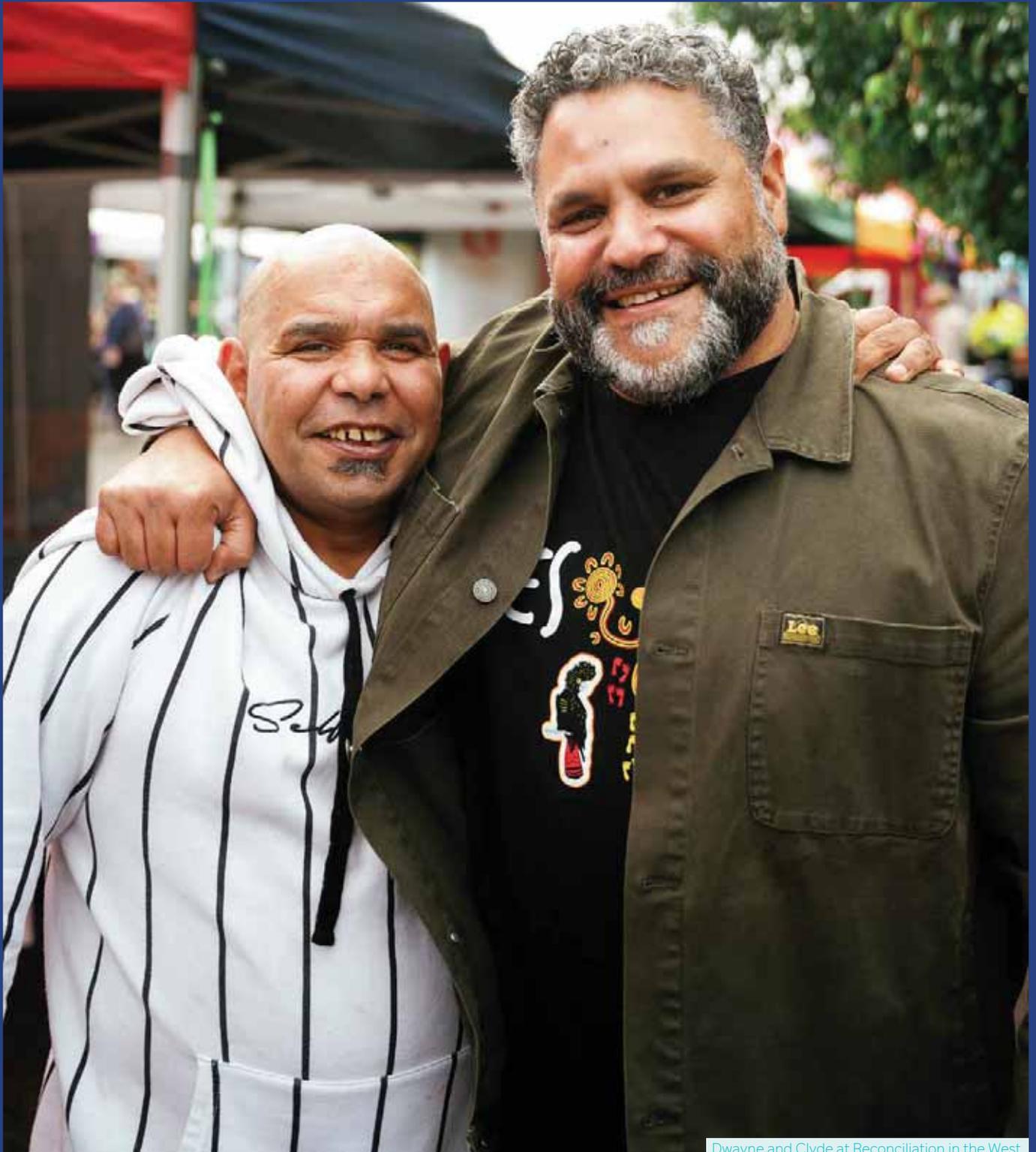
**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

## Our vision

At AnglicareSA, our vision for reconciliation is to be an organisation that provides opportunities for all First Nations peoples to prosper through equitable access to all services.

We are an employer that has encouraged truth-telling and elevated cultural safety, and through our actions has established trust with First Nations communities.

We envisage an Australia that has built capacity to listen deeply and understand the importance of its history and has used resources on hand to drive positive change for the First Nations communities. It will be an Australia absent of discrimination and racism, that celebrates and embraces culture.



Dwayne and Clyde at Reconciliation in the West.

Photo credit: Israel Baldago

# About AnglicareSA



AnglicareSA employee at Reconciliation in the West.

*Photo credit: Israel Baldago*

## Our story

AnglicareSA is a separately incorporated, not-for-profit, community-based organisation. Our origins in South Australia as a faith-based charitable community organisation date back to 1860 and we have evolved in various forms over that time. Our work with South Australians has always focused on supporting and caring for those in the community who are in need or are marginalised by the often unjust societal structures that exist. As needs and the world change, our organisation has also adapted accordingly, and we have grown to become a leading organisation in South Australia that supports close to 50,000 people each year. We respond to people's immediate needs and work with them to build capacity that enables them to restore and maintain dignity and control in their lives.

Our diverse range of services supports all members of the community in South Australia. From a metropolitan perspective, there are five main office locations and

more than 20 additional sites where we provide direct services, ranging from Residential Aged Care, Child Care and Early Learning, and Disability Community Living. AnglicareSA's housing arm also manages 2,100 metropolitan community housing properties. Regionally, AnglicareSA has a presence in Wallaroo, Mount Gambier, and Berri.

AnglicareSA engages in national conversations through our membership of Anglicare Australia. Anglicare Australia is one of several peak bodies in which we are active participants. Along with 35 other like-minded organisations we look to influence social and economic policy across Australia. In addition, we have other peak body affiliations and executive representation that cover key aspects of the services we provide including social services, aged care, disability, and housing with similar ambitions to influence policy.

## Our people

Together with our more than 2,000 employees and in excess of 230 volunteers, we support South Australians through our diverse range of programs and services including housing and homelessness, disability, aged care, foster care, emergency assistance, financial counselling and literacy, and support for children, young people, and families. We currently have 36 First Nations employees, which is 1.5 per cent of our workforce.

## Our vision and values

We are guided by five integral Values – Integrity, Compassion, Stewardship, Equity, and Servant Leadership – which are closely linked to our vision of reconciliation. These Values are more than words for our employees, volunteers, and customers; they are a call to action, an expectation that we strive to make a difference in the lives of South Australians. The Values act as a benchmark for every action within AnglicareSA and drive the day-to-day decision-making process and the long-term strategic commitments we make to South Australian communities.

The Values are intertwined in every aspect of the Reconciliation Action Plan, from the Pillar Visions to each of the plan deliverables: Relationships, Respect, Opportunities, and Governance. We believe that the services we provide, performed in accordance with our Values, will enable AnglicareSA to fulfil our purpose: Together we change lives.



Believe Housing Australia team member at Reconciliation in the West stall for National Reconciliation Week.

*Photo credit: Israel Baldago*

## Believe Housing Australia

Formerly known as AnglicareSA Housing, Believe Housing Australia continues to be part of the AnglicareSA family as a subsidiary housing company. It is a nationally accredited, Tier 1 Community Housing Provider that has been delivering social and affordable housing and tenancy services for more than 20 years. The current housing portfolio spans across metropolitan Adelaide and regionally from Mount Gambier to Berri. The organisation provides housing in collaboration with other local support services. Please note that wherever AnglicareSA is referred to in this document, it also pertains to Believe Housing Australia.





AnglicareSA CEO Grant Reubenicht speaking at Reconciliation in the West.

*Photo credit: Israel Baldago*

## Working towards reconciliation

Embed and expand reconciliation efforts within our organisation and sphere of influence.

AnglicareSA's reconciliation journey began in 2010 with the signing of what was then known as a Reconciliation Statement of Commitment. Since this journey began, AnglicareSA has proudly released three Reconciliation Action Plans (RAP) and has significantly built on the initiatives and commitments made over this time.

Following each RAP, critical insights, challenges, and lessons were gathered by intentionally pausing to deeply listen to our employees and reflect on the outcomes and impacts of each RAP. This allowed us to continue to grow and create meaningful change.

In 2023, we again engaged the services of Reconciliation SA to lead us through the RAP development process. This included surveying and interviewing AnglicareSA employees on their understanding of reconciliation and the RAP program, our level of engagement, the challenges, and their ideas and aspirations for progressing reconciliation at AnglicareSA.

First Nations employees were asked additional questions related to their experiences working within AnglicareSA, specifically in relation to cultural inclusivity and race relations.

Several external First Nations stakeholders and organisations were also asked for their insights on the progress of our reconciliation efforts. These included Dan Mitchell, Chief Executive at Aboriginal Family Support Services (AFSS), Tadashi Nakamura, Deputy CEO at Tauondi Aboriginal Corporation, and Sonia Waters, Executive Manager Workforce, Lowitja Institute.

These learnings were then embedded into the development of deliverables and targets for this RAP to support our employees to become conscious allies and advocates across our sphere of influence, and respectful of their place in supporting reconciliation.

In this RAP we have committed to creating spaces at all levels of our organisation to listen deeply and establish meaningful and strong relationships with First Nations peoples as part of our daily business practices. We will continue to develop an awareness of the dimensions of racism and build a workplace absent of discrimination and racism that celebrates culture, encourages truth-telling, and fosters an environment where people can call out racism when and where it occurs.

Our Innovate 2025-2027 RAP aims to build on the work AnglicareSA has already achieved in our previous RAPs and confirm our resolve to play our role in a reconciled nation through our actions.

# Highlights from the 2022-2024 RAP

## Weaving Our Worlds

The development of AnglicareSA's Weaving Our Worlds initiative is one of the key outcomes resulting from AnglicareSA's most recent Reconciliation Action Plan.

The framework and supporting resources were developed to help improve our engagement with First Nations peoples and our response to and with First Nations communities, families, children, young people, and individuals. It aims to provide culturally safe spaces, interactions, and responses for all First Nations peoples who interact with AnglicareSA.

A key pillar was to lift the cultural capability of AnglicareSA's workforce to create an environment in which First Nations peoples feel respected, valued, and culturally safe when working in, or accessing our sites and services. The Cultural Capability Framework and the Cultural Learning Program were key deliverables to achieve this Pillar Vision.

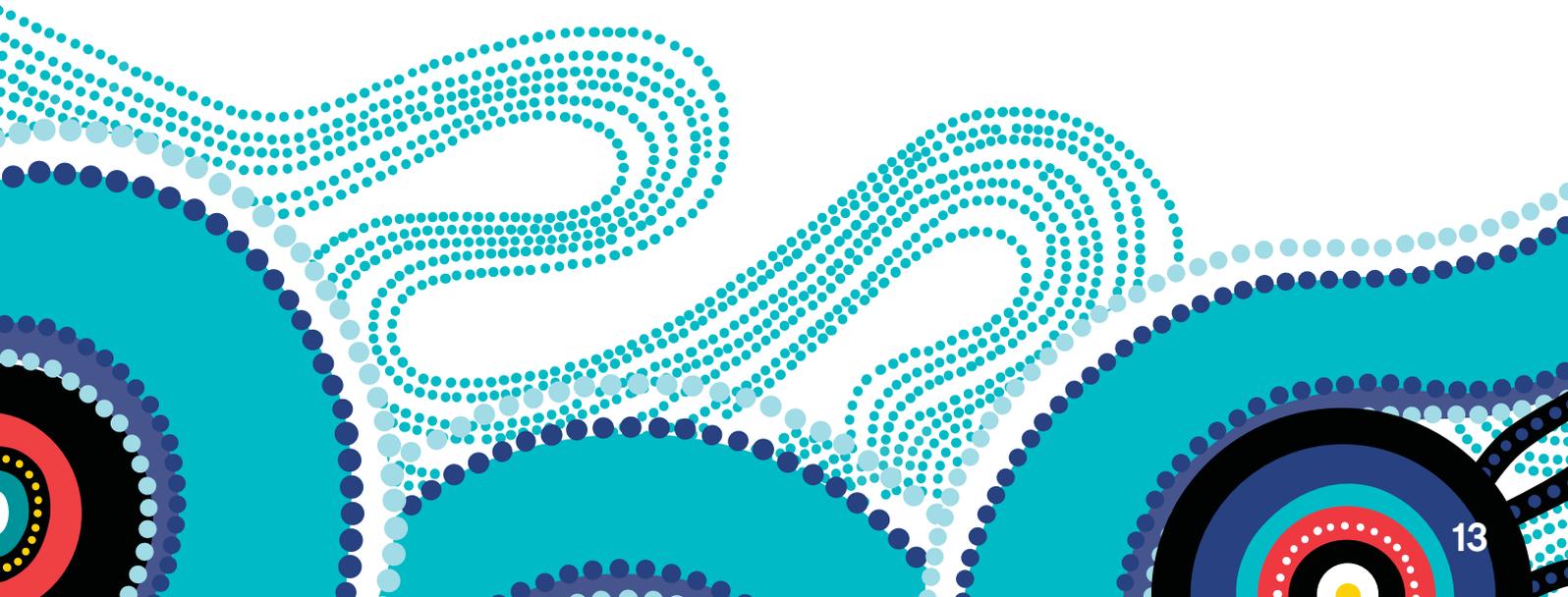
The project has been supported by a cross-agency reference group and the overall governance has been held by the CEOs from AnglicareSA, ac.care, Diocese of Willochra, and St John's Youth Services.

### **This work has culminated into three products:**

- a Cultural Capability Framework
- a Cultural Learning Program to support the Cultural Capability Framework
- a structure to measure, monitor, and evaluate the implementation process and the impact of the Framework and Learning Program.

The development of the Framework and Cultural Learning Program was supported by the joint agency CEOs and it was agreed that a consultant would be engaged to consult with employees from all agencies to develop a framework and learning program that could be adapted for use by all organisations.

The consultation started in late June 2022, beginning with First Nations employees, CEOs, and human resource leaders. Following this, employee consultations were undertaken online in two phases in July and August and included surveying casual/ outreach and shift work employees. In late 2022, as part of their student placement, a group of occupational therapy students explored the draft Cultural Capability Framework in the context of AnglicareSA's Aged Care Services. Their feedback was presented to the joint CEOs in April 2023 and was considered in the finalisation of the framework and strategy.



The Framework and Learning Program are promoted during employee onboarding and will be included in the First Nations Communication Plan for promotion in 2025. Volunteering in AnglicareSA's RAP Working Group or attending regular virtual RAP Tracker sessions are some ways that employees can become engaged and log learning hours. Face-to-face training courses on South Australia's history from a First Nations perspective are scheduled for 2025, and face-to-face training will also be provided through AnglicareSA's partnership with Tauondi Aboriginal College.

Key measures of success will be an increase in the number of First Nations employees at AnglicareSA and a reduction in turnover of First Nations employees.

As part of Weaving Our Worlds, AnglicareSA commenced delivery of the South Australian History Trust's Impact of Colonisation on First Nations Peoples Program.

This is recommended for all leaders, First Nations Cultural Practitioners, RAP Working Group Members, Reconciliation Ambassadors, and employees delivering services to First Nations peoples. At present, 70 people have completed the training, with more sessions to be offered in 2025 and 2026.

The Impact Program provides participants with an understanding of the history of colonisation, the dispossession of First Nations peoples, and how this has impacted First Nations peoples in South Australia. The program challenges how we view events in South Australia's history and encourages participants to consider a First Nations perspective.

Participants who engaged with the program said it was a powerful and confronting experience that changed their understanding of South Australian history.



## Reconciliation Ambassador Group

In 2023, 17 employees from across AnglicareSA's portfolios were assembled to form the first Reconciliation Ambassador Group. The group comprises employees who have a desire to contribute to, learn more about, and help further embed reconciliation within the organisation.

Ambassadors are provided with opportunities for personal and professional growth through formal and self-directed cultural learning. The program is designed to support Ambassadors to become leaders in

reconciliation, increase their knowledge and influence within the organisation, and foster relationships across the organisation where learnings and resources are shared.

Ambassadors provide updates to the RAP Working Group and communicate achievements to their relevant portfolios.

This initiative encapsulates AnglicareSA's whole-of-organisation approach to reconciliation.



AnglicareSA Reconciliation Ambassadors taking part in a traditional Smoking Ceremony during a Cultural Tour with Southern Cultural Immersion (SCI) at the Adelaide Botanic Gardens.



Reconciliation Ambassadors listening to the SCI guide, Keneifa Hayes, speak about some of the history of the Adelaide Botanic Gardens from a First Nations perspective, learning about Indigenous plants, their traditional uses, and the significant connection that First Nations peoples hold with Country.

Photos: AnglicareSA



First Nations children in care with their carers taking part in a cultural experience on the land of the Adnyamathanha People - People of the Rocks in the Northern Flinders Ranges.

*Photo credit: AnglicareSA, Foster Care team*

## Back on Country

The Foster Care Services team has continued to ensure First Nations children and young people have access to community and the opportunity to strengthen their culture and identity.

In partnership with the team at Iga Warta, the Foster Care team organised a camp for children in care and their carers on the land of the Adnyamathanha People – People of the Rocks – in the Northern Flinders Ranges.

A total of 12 families, including 28 children, spent three nights camping under the guidance of Uncle Terry Coulthard and Aunty Glenise Coulthard learning about kinship structure, laws, and Creation stories. The families learned about the land, language, and traditions of the Adnyamathanha people.

The children and carers also visited sacred sites to gain an understanding of the importance of sharing experiences on Country. For the foster carers involved, the camp provided an opportunity for them to learn about First Nations histories and intergenerational trauma, with the intention that they will use their new understanding to encourage a stronger connection to Country with First Nations children in their care.

For carers Sarah and Paul, the camp was an eye-opening opportunity to come together as a community and develop a greater understanding of culture.

“What an amazing group of committed people helping to go beyond our ‘academic’ understanding,” they said. “We have so many incredible memories and a deeper understanding and connection to the Adnyamathanha people and their culture.”

The camp was also a great opportunity for First Nations children and young people to get together and maintain close ties with their culture, while supporting community inclusiveness and mental wellbeing.

“We believe this will support us in connecting with our children’s cultural group in a much more meaningful way.”

The sharing of cultural knowledge, for example, understanding Adnyamathanha Kinship systems, has had an unmeasurable impact on our service as our teams grow in its understanding of the importance of knowing about birth order and the stories of mothers and fathers to First Nations children. This then changes how we advocate for them and who we seek guidance from when supporting carers and children.

The more we learn and honour First Nations ways, the better our service to First Nations children becomes. The more we feed this back to communities and Elders, the more they offer their guidance and support.

In many conversations we have discussed First Nations children in care as future custodians of culture and Country, and that sharing of cultural wisdom and ways to nurture Country are extremely important to First Nations peoples.

We are committed to exploring funding models to be able to make this an annual event and have started discussions with several First Nations communities about future camps.

## Kitchen Table Conversations

Kitchen Table Conversations is an initiative designed to create a safe place for employees to talk, listen, and participate in reconciliation.

With different topics and guest speakers, these online sessions have been very popular among employees. They help to build engagement and relationships and provide exposure for employees to First Nations leaders in key areas at a state and national level. This introduces more voices into the conversations we are having and grows perspective, which opens further opportunities to work together with First Nations peoples.

Tanya Hosch, who at the time was Executive General Manager Inclusion and Social Policy at the Australian Football League, spoke to employees pre-referendum about her insights on the Voice to Parliament and the importance of the referendum to First Nations communities.



Dana Shen, Director of DS Consultancy  
*Picture credit: DS Consultancy*

More recently, employees heard from Ngarrindjeri-Chinese woman Dana Shen, Director of DS Consultancy, who spoke about the importance of cultural and ceremonial events and how we as colleagues and leaders can support First Nations peoples. Dana shared her insights into the uniqueness and complexity of Sorry Business and the impact it has had on people in her community.





AnglicareSA's Disability and Wellbeing employees at a special screening of *The Last Daughter* with Brenda Matthews.

Photo credit: Catherine Leo Photography

## The Last Daughter

AnglicareSA hosted a special screening of *The Last Daughter* as part of National Reconciliation Week in 2023.

The screening included a question and answer session with Brenda Matthews, speaker, author, and co-director of *The Last Daughter*, and the film's producer, Brendon Skinner.

Employees, AnglicareSA Board Members, and guests heard of Brenda's heart-wrenching story of being taken at age two from her parents and subsequently adopted by a white family.

The film's focus on healing and reconciliation provided opportunities for us as an organisation to continue the conversation about our shared history and the importance of creating spaces for healing.



Brenda Matthews, author and co-director of *The Last Daughter*, during a Q&A session following the screening.

The film gave the audience a deeper understanding of the intergenerational trauma experienced by members of Stolen Generations and their families.

Employees continue to reference this film, the awareness this has provided for them, and the relevance of its message within the current landscape of removal and placement of First Nations children in South Australia.



Exceptional Needs customer with AnglicareSA's Disability and Wellbeing team member sharing their newly potted native plant decorated with First Nations mark making and symbology.

*Photo credit: AnglicareSA*

## Disability and Wellbeing Services cultural sharing day

A key pillar of our 2022-2024 RAP was to increase the organisation's cultural capability and create an environment where First Nations peoples feel respected, valued, and culturally safe when working in or accessing our sites and services.

Underpinning this was a series of cultural sharing days held at Tauondi Aboriginal College in 2023 where AnglicareSA's Disability and Wellbeing team and customers of the Exceptional Needs program, along with AnglicareSA colleagues and board members, came together for a culturally immersive experience.

AnglicareSA's Exceptional Needs program provides culturally appropriate and customer-focused support to 10 First Nations men. Each customer is assisted with the supports they require to maintain a connection to family, community, culture, and spirituality.

The cultural days were an opportunity for customers and employees to gather and learn more about First Nations cultures through sharing and a traditional Smoking Ceremony.

Throughout the days, attendees also shared food that was cooked with native ingredients over a fire, listened to live music performances, and participated in activities including painting and boomerang throwing.

Ideas for what to include in the cultural days were driven by First Nations men from the program, who focused on what was important to them and what they wanted to experience. The men expressed a desire to share their traditions and histories with the other men in the Exceptional Needs service, along with employees.

For all those involved, the cultural sharing days were an opportunity to connect with Country and continue reconciliation efforts. Customers and employees said they felt a deeper appreciation of First Nations cultures, histories and wisdom, and want to incorporate more cultural sharing days into the program in the future.

"I would love to see it happen again and I'm wondering how we can make the next one and the one after that even better," one customer said. The Disability and Wellbeing team will continue to include cultural sharing activities in the annual calendar of events, working alongside First Nations customers and employees on how to best represent their culture and connection to Country to others.

This event has enabled our organisation to strengthen our relationship with the Tauondi Aboriginal College, which has led to further opportunities to work together such as developing tailored cultural awareness training for our employees as part of our Cultural Learning Program.



Above: SEWB employees with artwork created at their cultural sharing day, under the guidance of Sam Gollan.

*Photo credit: AnglicareSA*

## Social and Economic Wellbeing team cultural day

As part of our commitment to cultural learning, the Social and Economic Wellbeing (SEWB) team held a Cultural Day at Tauondi Aboriginal College in late 2022.

Attended by about 100 employees, the day was designed to increase the team's cultural learning through listening to First Nations leaders and participating in cultural activities.

A range of activities was available for employees to immerse themselves in First Nations cultures, including yarning circles, weaving workshops, cooking with native food, and cultural mindfulness and movement workshops.

The team also participated in an all-day collaborative art project developed under the guidance and expertise of Sam Gollan, a Ngarrindjeri and Kurna woman, an artist, and AnglicareSA's Principal First Nations Practitioner with Children, Youth, and Families.

The painting has been proudly hanging on the wall in the reception area of the Outer Southern Hub and acts as a reminder of the importance of engaging in culturally immersive experiences and listening with purpose to First Nations peoples.

This day was the first time many of our employees had visited Tauondi Aboriginal College, a South Australian leader in First Nations vocational education and training since 1973. It gave them the chance to meet the team, learn about the services it provides and its history, and open a dialogue for further conversations.

## Service improvement initiative

In our efforts to ensure the services we provide to First Nations communities are culturally safe and responsive, we engaged First Nations consultant Kimberley Wanganeen to facilitate a workshop for AnglicareSA employees from the Community Aged Care and Disability and Wellbeing portfolios.

Teams learned engagement strategies to help improve our relationships with First Nations customers and organisations.

The workshop provided the opportunity for employees from both service areas to come together to share open and honest feedback through interactive activities and group discussions. With Kimberley's expertise, the teams identified the strengths of our current service delivery and opportunities where we can apply more energy to improve outcomes.

A key pillar to undertaking the workshop was linking to the outcomes and insights to AnglicareSA's 2022-2024 RAP. Both services indicated that a focus on First Nations stakeholders and organisations would be integral to achieving RAP objectives.

Employees participated in a Strengths, Weaknesses, Opportunities, and Threats exercise with the most common words and phrases extracted from the discussions which included:

- engagement/relationships
- cultural capability
- customer focus
- stakeholders
- size and silos
- communication/sharing
- brand
- workforce.

Combined, these represent the key themes and areas of consideration to improve our overall service delivery. The initiative was a great first step toward continuous improvement aimed at providing better customer outcomes specific to their needs.

Following the workshop, Kimberley provided recommendations for service improvements that the two portfolios could begin to adopt.



## National Reconciliation Week

Each year, AnglicareSA actively engages in National Reconciliation Week to help embed the principles and purpose of reconciliation in what we do at work, at home, and in our community.

We participate in two main community events, Reconciliation in the West (RITW) at Tauondi Aboriginal College, of which we are a key partner, and Reconciliation in the South.

As part of the Tauondi Aboriginal College's RITW Committee, we help plan, promote, set up, and pack down the event. In 2024, our Playford Communities for Children team also ran activities for hundreds of young people and many of our teams had stalls to share information on our services.

As a result of our regular participation at RITW, Playford Communities for Children was invited to run their Deadly Colour Run at the Kurna Plains School to celebrate National Aboriginal and Torres Strait Islander Children's Day 2024. They had more than 120 children and members of the community take part, which highlighted the deep connections they have built in the area.

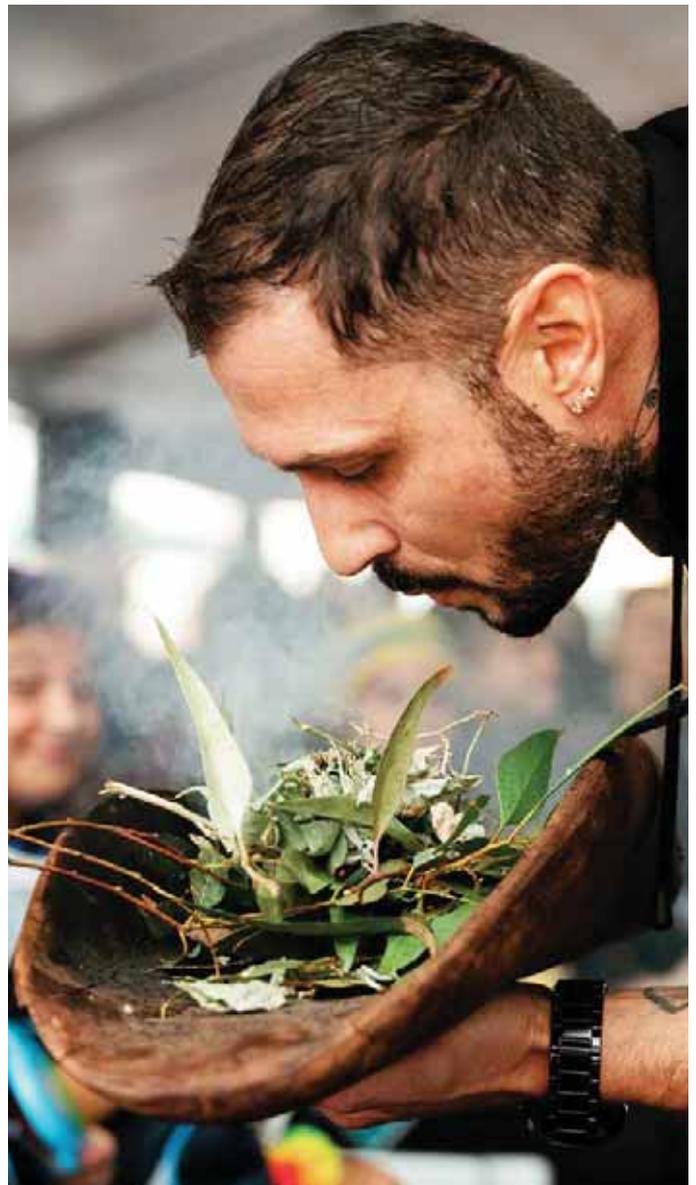
These events form an important part of our efforts to build relationships with communities more broadly, to engage in celebrations of First Nations culture and traditions, and to hold meaningful discussions around our shared history.



Children taking part in an activity celebrating First Nations cultures hosted by AnglicareSA's Playford Communities for Children team at Reconciliation in the West.



AnglicareSA's Disability and Wellbeing Services team at their Reconciliation in the West stall in their reconciliation tops designed by Karen Briggs from KLB Creative.



Traditional Smoking Ceremony at Tauondi Aboriginal College's annual Reconciliation in the West event for National Reconciliation Week.

Photo credit: Israel Baldago



Tauondi Aboriginal College and AnglicareSA employees working alongside community volunteers and sponsors to create a cultural and ceremonial site.

*Photo credit: AnglicareSA*

## Tauondi redevelopment

In 2023, AnglicareSA's Social Enterprise team led a project to improve the outside environment at Tauondi Aboriginal College. Bringing together a broad team of volunteers and sponsors, AnglicareSA worked with the college to plan and deliver the project which included intensive site remediation, environmental security, cleared walking trails, and a cultural ceremonial area. The project culminated in late May, when a 30-strong team, including many volunteers, worked together on site to complete the ceremonial area, which included a deep red sand.

At the end of the day, everyone gathered around a fire on the ceremonial site to celebrate the project and enjoy kangaroo tail and damper.

The redevelopment of this space has provided the college with a welcoming place to hold cultural and Smoking Ceremonies, as well as perform Storytelling, Cooking, and dancing activities. It is the benchmark example of how AnglicareSA looks to form partnerships with key corporate partners to come together, elevate, and amplify the impact that First Nations organisations can have in the community.

## Critical insights and challenges

While we achieved the majority of the 2022-2024 RAP deliverables, there were some that we did not finalise. Challenges we faced included underestimating the scope of work required within the set timeframes, knowledge loss due to employee turnover, and the maturity of our relationships with First Nations organisations and communities.

Although we had completed the groundwork for our Anti-racism Strategy, we were not at the stage of implementing it by the end of our current RAP. Our priority has been implementing the Cultural Capability Framework and associated Cultural Learning Program. It was important to consult thoroughly with First Nations Senior Leaders and ensure we communicated the importance and purpose of the Framework and the Cultural Learning Program across the organisation.

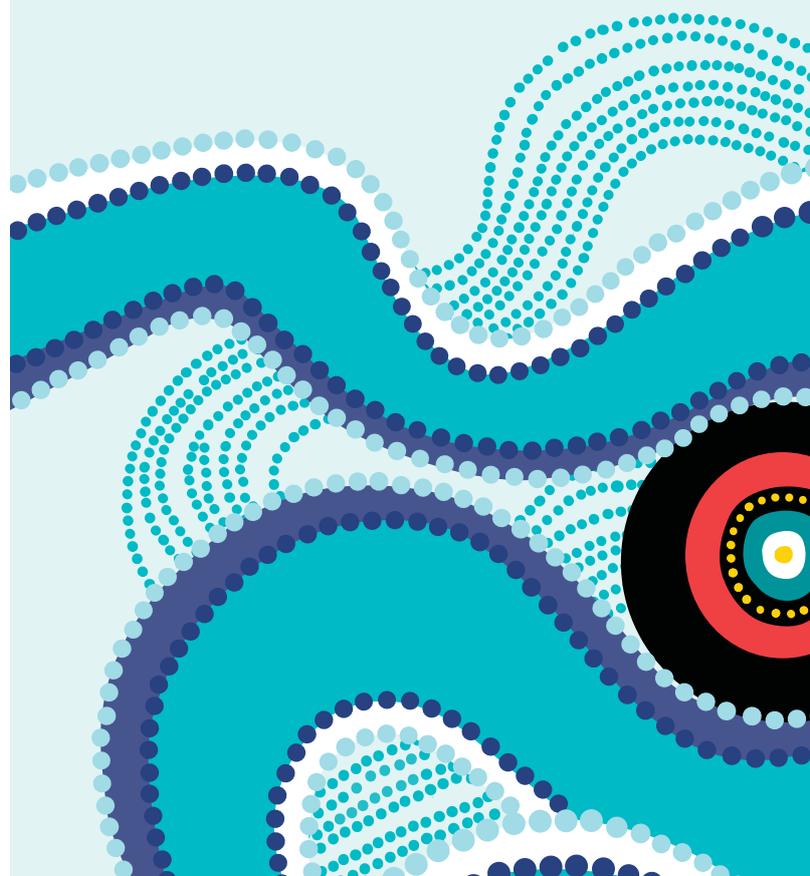
We are looking forward to implementing our Anti-racism Strategy over the course of this RAP to ensure our employees have a clear understanding of the definition and impacts of racism (including interpersonal, institutional, and systemic), including training for leaders to recognise their responsibilities in promoting anti-racism. We acknowledge we underestimated the time, work, and resources it would take to develop and implement both frameworks.

Several other deliverables were not completed in full, including the co-design of the First Nations Mentor Program for AnglicareSA Executives, the exploration of a First Nations External Advisory Group, and the development and implementation of a First Nations Engagement Plan. Competing priorities, loss of key employees, time taken to recruit their replacements, and maturity of existing partnerships with First Nations organisations and stakeholders impacted each of these deliverables.

Over the course of this RAP, we will create more opportunities to engage with First Nations organisations and stakeholders and will commit to nurturing and enriching these relationships. This will allow us to listen and learn about the solutions and aspirations that First Nations communities want, and ensure that the relationships are sustainable, impactful, and inform our decisions in the future.

Internally we will also focus on ensuring opportunities exist for First Nations representation at senior management, executive, and governance levels to incorporate First Nations perspectives during service design and when setting strategic directions for our organisation.

We realise that organisational culture change takes ongoing effort and we commit to continuing to reflect and invest time in promoting reconciliation, building cultural awareness, and celebrating First Nations cultures and our shared history.



**Steps taken to redress these critical insights and challenges discovered during the 2022-24 RAP include:**

- resetting timeframes for the finalisation of our Anti-racism Strategy and Policy, training for leaders, and awareness-building campaign for employees
- appointment of a Senior Strategic Cultural Lead-First Nations to shape the strategic reconciliation agenda and priorities across the organisation
- appointment of a full-time Reconciliation Action Plan Coordinator
- connection with the South Australian Aboriginal Community Controlled Organisation Network (SAACCON) and Reconciliation South Australia to support engagement with First Nations organisations and stakeholders
- completion of the reconciliation internal intranet page, providing a centralised site for resources and information on our reconciliation initiatives and cultural learning, as well as a list of representatives from our RAP Working Group and Reconciliation Ambassador team
- internal promotion of cultural learning opportunities, significant First Nations dates and events, and updates on our RAP progress
- engagement of Reconciliation South Australia in 2023 to lead us through this RAP development process, seeking the views of AnglicareSA employees and external stakeholders
- an annual review of our RAP Working Group Terms of Reference and membership, ensuring we meet targets for First Nations members and appropriate organisational representation
- continued inclusion of three RAP Champions and all Executive team members on our RAP Working Group to raise the profile of reconciliation as an organisational priority internally and externally, and lead by example by actioning RAP commitments.



## First Nations Engagement Structure

The list below shows the multiple layers and avenues for First Nations stakeholders to have input at AnglicareSA.

### First Nations specific groups and roles:

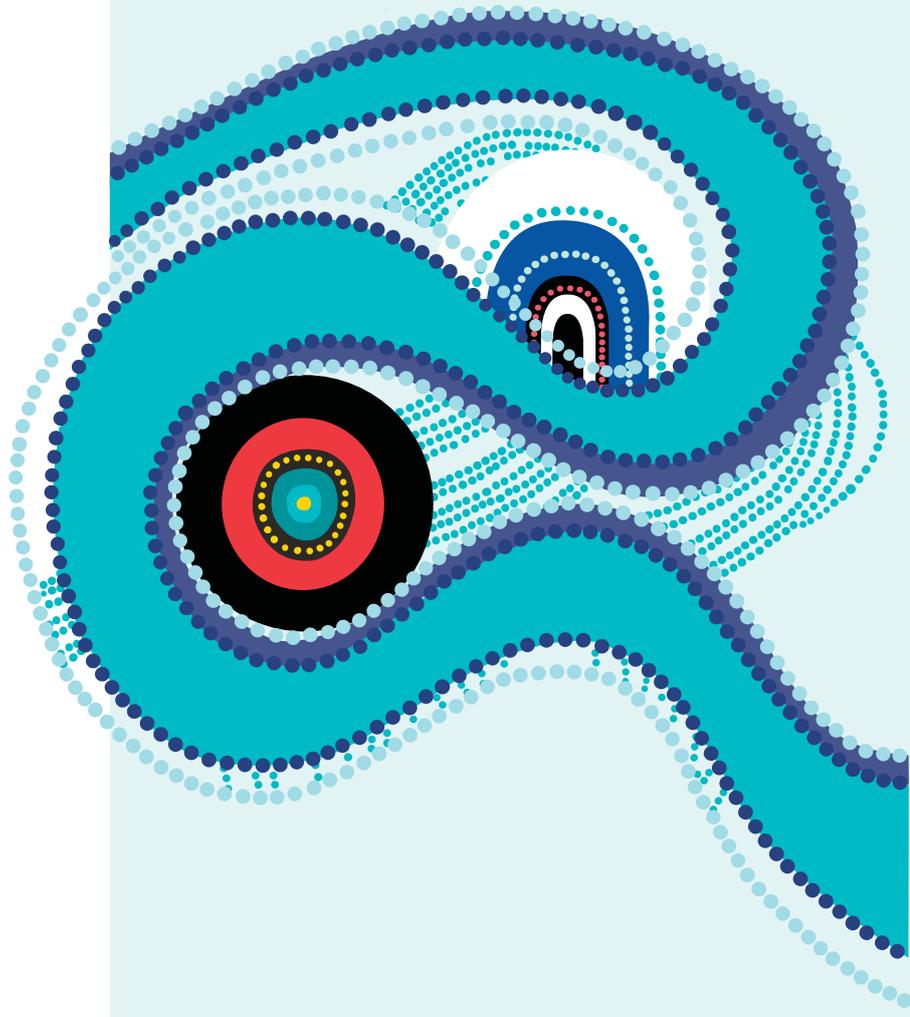
- First Nations Senior Leaders Group
- First Nations Employee Network
- Senior Strategic Cultural Lead, First Nations
- Principle First Nations Practitioner, Foster Care
- First Nations Cultural Practitioners, Foster Care
- First Nations Cultural Practitioner, Disability and Wellbeing Services
- First Nations Cultural Advisor, Community Aged Care.

### Avenues for input:

- 1:1 CEO – quarterly meeting with First Nations Senior Leaders Group
- Executive Management Team meetings – quarterly dedicated agenda item
- All Leaders Forum – biannually
- NAIDOC Working Group led by First Nations employees
- RAP Working Group – includes First Nations members
- Reconciliation Ambassadors – includes First Nations members
- Kitchen Table Conversations subcommittee – includes First Nations members
- People and Culture – strategic and advisory input
- Procurement – strategic and advisory input
- Communications and Marketing – strategic and advisory input

## First Nations employment

AnglicareSA did not meet the First Nations employment target set in our previous Innovate RAP. This is partly due to ongoing workforce challenges in the aged care and community services industries, the number of skilled and qualified First Nations peoples in high-demand areas, and over-stretching ourselves. Establishing and embedding cultural safety within our workplace will underpin our ability to attract and retain First Nations employees. This will be achieved through implementing the AnglicareSA First Nations Workforce Strategy 2024-2026 with an initial focus on developing an attraction strategy to increase applications from First Nations peoples for all roles.





First Nation Senior Leaders Lisa-Marie Hanson and Sam Gollan.

*Photo credit: AnglicareSA*

## First Nations Senior Leaders

At times during our RAP implementation, we continued to find ourselves relying heavily on First Nations Senior Leaders to strategically lead several RAP actions, rather than mutually engaging through interchanging roles as partners, collaborators, advisors, and cultural brokers.

We take responsibility for this, and have taken the following steps to redress this burden on First Nations Senior Leaders in this RAP by:

- building the relationship between First Nations Senior Leaders, Executives, and the CEO
- creating more accountability across the Executive and those leading deliverables in this RAP
- connection with other RAP organisations at state and national levels who are well-progressed and experienced with RAPs (e.g. Stretch and Elevate RAP organisations)
- connecting with Reconciliation South Australia and Reconciliation Australia and participating in learning opportunities, events, forums, webinars, and other initiatives

- continuing our membership with Reconciliation South Australia.

In developing this Innovate RAP, we have sought to involve AnglicareSA and Believe Housing Australia employees, stakeholders, and people engaged in our services to inform the RAP Working Group and ensure ownership and participation in the creation of an approach and commitment to reconciliation.

We understand that the successful delivery of this RAP can only be achieved by engaging, consulting, and working in genuine and meaningful partnerships with First Nations employees, stakeholders, and communities, as well as continuing to grow the understanding and expectations across AnglicareSA that reconciliation is everyone's business. We are excited by the opportunity to further work in the reconciliation movement nationally by building upon this RAP.



## Our RAP Working Group

Our RAP Working Group is responsible for ensuring the development of our RAP and monitoring the progress of its implementation, including overseeing AnglicareSA and Believe Housing Australia's organisational performance, deliverables, and tracking progress.

In our Terms of Reference, we committed to maintaining a minimum of 40 per cent of First Nations members, growing this to a minimum of 50 per cent in this RAP, including an external First Nations member, who is remunerated in line with the AnglicareSA First Nations External Advisors fee guidelines.

Currently, there are a total of 12 RAP Working Group members, four of whom are First Nations employees (33 per cent). Membership is drawn from various levels of leadership and management and represents portfolio areas across AnglicareSA and Believe Housing Australia. All employees are paid for their attendance at RAP Working Group meetings and any associated work. RAP Champions are chosen from the Executive Management team and are responsible for raising the profile of reconciliation as an organisational priority internally and externally and leading by example in actioning RAP commitments.

### The RAP Working Group consists of:

- Grant Reubenicht, Co-Chair RAP Working Group, Chief Executive Officer, AnglicareSA
- Clyde Rigney, Co-Chair RAP Working Group, Senior Strategic Cultural Advisor, First Nations Senior Strategic Lead, First Nations, First Nations Member
- Troy Bond, First Nations Cultural Practitioner, Northern Foster Care, First Nations Member
- Jayde Milburn, Community Development Worker, Communities for Children, First Nations Member

- Lisa-Marie Hanson, First Nations Cultural Practitioner, Disability and Wellbeing Services, First Nations Member
- Dominic Gagliardi, RAP Champion, Executive General Manager, Social Enterprise
- Ian Byrne, RAP Champion, Executive General Manager, Disability and Wellbeing Services
- Freya Newton, Executive General Manager, Technology and Information
- Julie Short, Workforce Strategy Specialist, People and Culture
- Shona Shepherd, Coordinator, Tenant Liaison Services, Believe Housing Australia
- Jack Wright, Content Coordinator, Marketing and Communications
- Eugena Knight, Senior Manager Customer Service, Community Aged Care

### Non-member attendees:

- Georgina Koen (RAP Coordinator)
- Nikki Degabriele (Secretariat)





## Relationships

**Pillar vision:** AnglicareSA will continue to build its capacity to listen deeply and establish meaningful and mutually beneficial relationships with First Nations children, young people, families, and communities as part of our daily business practices. Establishing these relationships will help deepen our

understanding of how we can effectively support reconciliation within our business and in the community. It ensures the work we do is in line with principles of self-determination by opening the conversation to allow First Nations perspectives to be embedded.

Action	Deliverable	Timeline	Responsibility
1 Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.	1.1 In consultation with the First Nations Senior Leaders Group, establish an External First Nations Advisory Group made up of local First Nations Elders and community members.	December 2025	Executive General Manager (EGM), Community Services
	1.2 Create opportunities for the External First Nations Advisory Group to interact across our Portfolios, Executive Management teams, and Boards.	February 2026	Senior Strategic Cultural Lead, First Nations
	1.3 Finalise and implement a whole-of-organisation engagement plan to guide how we work with First Nations stakeholders and organisations.	February 2026	Senior Strategic Cultural Lead, First Nations
2 Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our employees.	27 May–3 June 2025, 2026	EGM, Social Enterprise
	2.2 Ensure RAP Working Group members, RAP Champions, Reconciliation Ambassadors, and board representatives participate in at least one external NRW event.	27 May–3 June 2025, 2026	EGM, Community Services

Action	Deliverable	Timeline	Responsibility
	<b>2.3</b> As part of the Cultural Capability Framework, engage and support employees, senior leaders, and board representatives to participate in at least one external event or cultural learning opportunity to recognise and celebrate NRW.	27 May–3 June 2025, 2026	EGM, Community Services
	<b>2.4</b> AnglicareSA to lead at least one NRW event each year.	27 May–3 June 2025, 2026	EGM, Community Services
	<b>2.5</b> AnglicareSA to continue to support our in-kind/partnering of an external NRW community event.	27 May–3 June 2025, 2026	EGM, Social Enterprise
	<b>2.6</b> Register all our NRW events on Reconciliation Australia's NRW website.	May 2025, 2026	RAP Coordinator
<b>3 Promote reconciliation through our sphere of influence.</b>	<b>3.1</b> Develop and implement a First Nations Communication Plan and a Reconciliation Engagement Plan to raise awareness of and engagement with reconciliation across the organisation.	May 2025	EGM, Social Enterprise
	<b>3.2</b> Ensure that we publicly communicate our commitment to reconciliation.	October 2025, 2026	EGM, Social Enterprise
	<b>3.3</b> Provide updates on our reconciliation activities and commitments to our external networks to drive reconciliation outcomes and promote collaboration.	October 2025, 2026	Chief Executive Officer
	<b>3.4</b> Collaborate with Innovate, Stretch, and Elevate RAP organisations, Reconciliation Australia, and Reconciliation South Australia to develop ways to advance reconciliation.	June 2025, 2026	RAP Coordinator
<b>4 Promote positive race relations through anti-discrimination strategies.</b>	<b>4.1</b> Conduct a review of HR policies and standards in consultation with the First Nations Senior Leaders Group to identify existing anti-discrimination and anti-racism provisions and update any discriminatory provisions.	May 2025	EGM, People and Culture
	<b>4.2</b> Finalise our Anti-racism Strategy and Policy for all new and existing employees in consultation with the First Nations Senior Leaders Group.	June 2025	EGM, People and Culture

Action	Deliverables	Timeline	Responsibility
	<b>4.3</b> Finalise the implementation and communication plan for our Anti-racism Strategy and Policy in consultation with the First Nations Senior Leaders Group.	June 2025	EGM, People and Culture
	<b>4.4</b> Implement and communicate our Anti-racism Strategy and Policy to all new and existing employees.	July 2025	EGM, People and Culture
	<b>4.5</b> Coordinate training opportunities for the Board, Executives, and Senior Leadership group that ensure understanding of the definition and impacts of racism, including responsibilities for leaders in promoting anti-racism.	August 2025	EGM, People and Culture
	<b>4.6</b> Raise awareness of our organisation's expectations on what constitutes appropriate behaviour in the workplace, including the negative impact of discriminatory and racist behaviours through an annual awareness campaign.	September 2025	EGM, People and Culture
	<b>4.7</b> Continue to circulate curated resources on anti-discrimination (including reading material, videos, movies, and research), and encourage employees to contribute to their own learning.	September 2025, 2026	EGM, People and Culture
	<b>4.8</b> Capture insights and feedback via annual employee engagement surveys, and other strategies, to improve workplace systems, culture, and practices.	October 2026, 2027	EGM, People and Culture
<b>5 Demonstrate reconciliation leadership across AnglicareSA.</b>	<b>5.1</b> Ensure each portfolio identifies and supports the appointment of at least one Reconciliation Ambassador to ensure internal awareness of RAP deliverables.	February 2026, 2027	EGM, Community Services
	<b>5.2</b> Co-design and launch a First Nations Mentor Program for AnglicareSA Executives with First Nations Senior Leaders Group with four sessions annually.	October 2025	Chief Executive Officer

Action	Deliverables	Timeline	Responsibility
	<b>5.3</b> Ensure at least one AnglicareSA representative attends the National RAP conference.	October 2026	RAP Coordinator
<b>6</b> Provide opportunities for AnglicareSA employees to talk, listen, and participate in conversations about reconciliation with First Nations leaders.	<b>6.1</b> Deliver quarterly Kitchen Table Conversation sessions.	December 2025, 2026	RAP Coordinator
	<b>6.2</b> Investigate sharing the Kitchen Table Conversation sessions with the joint CEO network (AnglicareSA, ac.care, Diocese of Willochra, and St John's Youth Services) in SA to promote reconciliation.	June 2025	RAP Coordinator
<b>7</b> Provide cultural sharing opportunities throughout the year for Disability and Wellbeing Services First Nations customers and employees.	<b>7.1</b> Work alongside Disability and Wellbeing Services First Nations customers to develop an annual calendar of cultural sharing activities and events that have meaning to them.	January 2026, 2027	EGM, Disability and Wellbeing Services
	<b>7.2</b> Research best practices in working with First Nations peoples in Disability and Wellbeing services.	January 2027	EGM, Disability and Wellbeing Services
<b>8</b> Create a First Nations Tenants Group to allow First Nations perspectives to be heard.	<b>8.1</b> Create opportunities for First Nations tenants to connect with each other and Believe Housing Australia employees four times a year.	April 2027	EGM, Housing Services
	<b>8.2</b> Seek to embed best practices in working with First Nations tenants at Believe Housing Australia.	June 2026	EGM, Housing Services



## Respect

**Pillar vision:** To create an environment where First Nations peoples feel culturally safe, respected, and have a positive experience. We will do this by embedding our Anti-racism Strategy, Cultural Protocols Guide, and Cultural Capability Framework, and celebrating NAIDOC Week and other significant and important historical moments with First Nations peoples.

By supporting our employees to learn about Australia’s past and the truth of this nation, we can move forward together for a shared future with First Nations peoples.

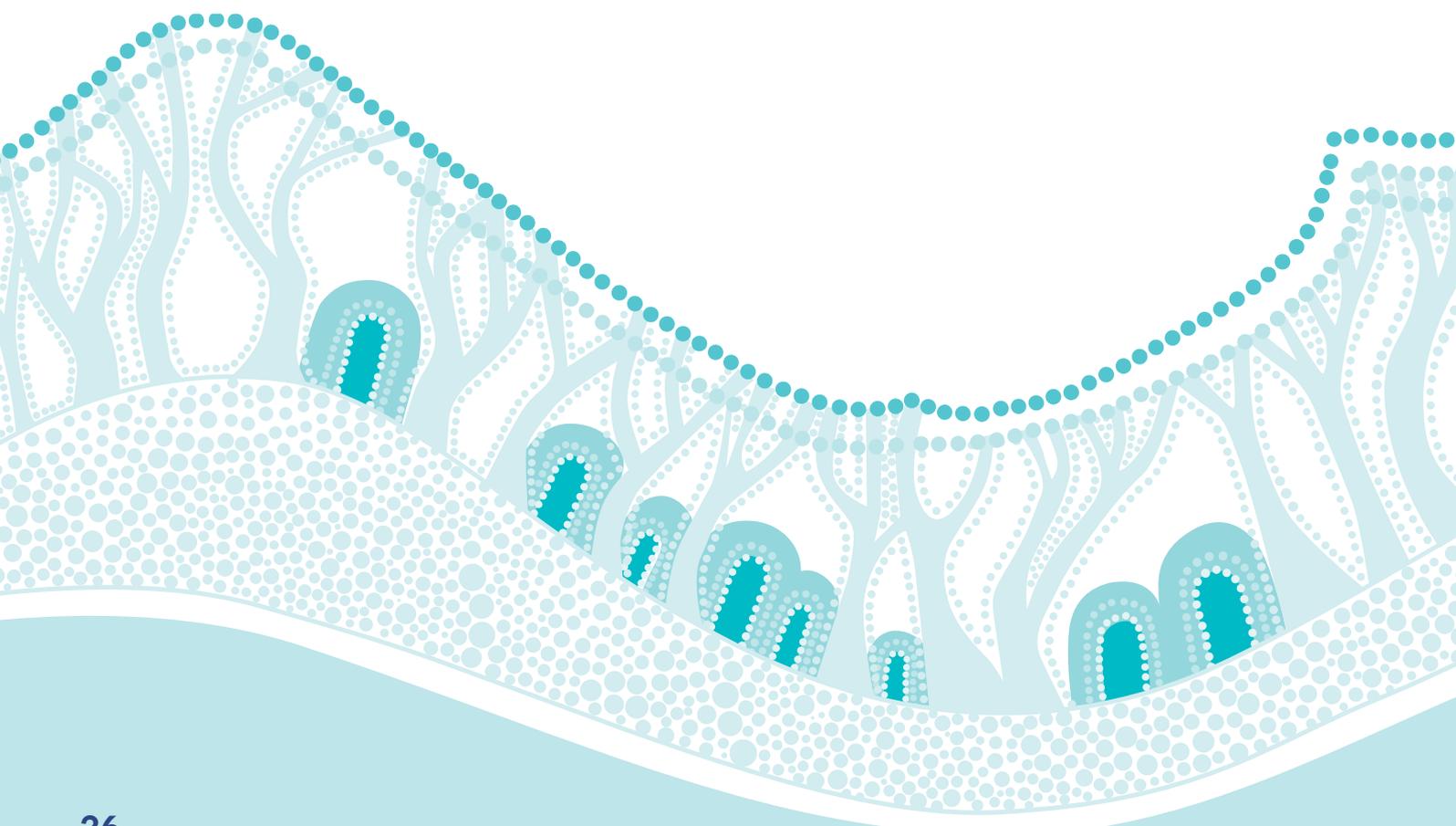
This will support our workforce to become conscious allies and advocates across our sphere of influence, be respectful of their place in supporting reconciliation, and grow respect for First Nations cultures and histories. We will provide opportunities for employees to participate in events and trainings that raise awareness of reconciliation, the impacts and dimensions of racism and promote respectful relationships.

Action	Deliverable	Timeline	Responsibility
9 Increase understanding, value, and recognition of First Nations cultures, histories, knowledge, and rights through cultural learning.	9.1 Ongoing review of cultural learning needs to ensure the Cultural Capability Framework and associated learning program continue to meet the needs of the organisation, supporting the cultural learning focus areas, and celebrating culturally safe practices.	February 2026, 2027	EGM, People and Culture
	9.2 Ongoing consultation with First Nations Senior Leadership Group to inform the Cultural Capability Framework and associated learning program.	February 2026, 2027	EGM, People and Culture
	9.3 Continue to implement and communicate the First Nations Cultural Capability Framework and learning opportunities.	April 2025, 2026	EGM, People and Culture

Action	Deliverable	Timeline	Responsibility
	9.4 Ensure that RAP Working Group members, Reconciliation Ambassadors, and Senior Leaders role model participation in cultural learning by providing opportunities to participate in formal and structured cultural learning.	July 2025, 2026	EGM, Community Services
	9.5 Promote cultural immersion opportunities for employees to provide a deeper understanding of First Nations cultures.	July 2025, 2026	EGM, People and Culture
	9.6 Track employee engagement with the Cultural Capability Framework and associated learning program.	December 2025, 2026	EGM, People and Culture
	9.7 Consider ways to further promote the Cultural Capability Framework and associated learning program.	January 2026, 2027	EGM, People and Culture
<b>10 Demonstrate respect for First Nations peoples by observing cultural protocols.</b>	10.1 Increase our workforce's understanding of the significance and purpose behind First Nations cultural protocols, including Acknowledgement of Country and Welcome to Country.	May 2025, 2026	EGM, People and Culture
	10.2 Increase the visibility of AnglicareSA's Cultural Protocols Guide through the National Reconciliation Week Communications plan annually.	May 2025, 2026	EGM, Social Enterprise
	10.3 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events annually and ensure appropriate remuneration for cultural services is provided.	March 2026, 2027	Chief Executive Officer
	10.4 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings and events.	March 2026, 2027	Chief Executive Officer

Action	Deliverable	Timeline	Responsibility
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	10.5 Develop and implement a plan, in consultation with the First Nations Senior Leaders Group, to include visual representation of First Nations cultures across AnglicareSA's Corporate, Residential Aged Care, Allied Health, and Disability and Wellbeing Services sites, to increase awareness of First Nations cultures.	November 2025	EGM, Social Enterprise
11 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	11.1 RAP Working Group to participate in at least one external NAIDOC Week event.	First week in July 2025, 2026	EGM, Community Services
	11.2 Review leave policies to ensure they support employees participating in NAIDOC Week celebrations.	March 2026, 2027	EGM, People and Culture
	11.3 Promote and encourage participation in external NAIDOC events for all employees.	First week in July 2025, 2026	Chief Executive Officer
	11.4 Establish a NAIDOC Working Group to support whole-of-organisation engagement in NAIDOC week and ensure it is appropriately resourced.	April 2025, 2026	EGM, Community Services





AnglicareSA employees at Reconciliation in the West  
Photo credit: Israel Baldago



## Opportunities

**Pillar vision:** Partnerships and alliances that create genuine opportunities encompassing themes such as procurement, employment, professional development, and retention, to drive reconciliation and meaningful inclusivity. We will do this through continued implementation of our First Nations Procurement Standard to grow and diversify the First Nations businesses we partner with, embedding our First

Nations Workforce Strategy to improve employment and professional outcomes for our First Nations employees, and providing opportunities for First Nations leadership. These measures will enhance AnglicareSA's performance and support the broader economic and social wellbeing of First Nations communities, including increased opportunities for First Nations leadership.

Action	Deliverable	Timeline	Responsibility
12 Ensure First Nations children and young people in care have access to community and the opportunity to strengthen their culture and identity.	12.1 Investigate sustainable funding options to deliver annual Back on Country cultural camps within South Australia.	July 2025	EGM, Community Services
	12.2 Investigate and create a list of opportunities throughout the year to have access to community and strengthen the connection between culture and identity.	July 2025, 2026	EGM, Community Services
13 Improve employment outcomes by increasing First Nations recruitment, retention, and professional development.	13.1 Review and analyse workforce data to inform future First Nations employment and professional development opportunities.	July 2025, 2026	EGM, People and Culture
	13.2 Consult with the First Nations workforce annually to identify opportunities to improve attraction, retention, and career development.	October 2025, 2026	EGM, People and Culture
	13.3 Develop and implement the updated First Nations Workforce Strategy which focuses on improved attraction, retention, and professional development opportunities for First Nations employees.	October 2025, 2026	EGM, People and Culture

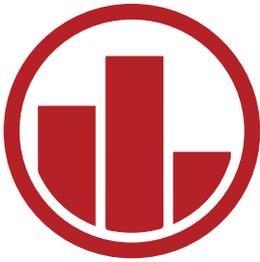
Action	Deliverable	Timeline	Responsibility
	<b>13.4</b> Advertise job vacancies to effectively reach First Nations stakeholders.	January 2026, 2027	EGM, People and Culture
	<b>13.5</b> Recruitment procedures and policies are reviewed with the First Nations Senior Leaders group to include a First Nations perspective and to remove barriers to First Nations recruitment and participation.	December 2025, 2026	EGM, People and Culture
	<b>13.6</b> Maximise opportunities to increase the First Nations workforce and focus on retention through the First Nations Workforce Strategy.	December 2025, 2026	EGM, People and Culture
<b>14 Increase First Nations supplier diversity to support improved economic and social outcomes.</b>	<b>14.1</b> Review and update AnglicareSA's existing First Nations Procurement Standard and practices to maximise opportunities for the procurement of goods and services from First Nations businesses.	July 2025	EGM, Social Enterprise
	<b>14.2</b> Continue membership of Supply Nation and use of the South Australian Aboriginal Business Registry in the South Australian Office of the Industry Advocate, and The Circle-First Nations Entrepreneur Hub.	April 2025, 2026	EGM, Social Enterprise
	<b>14.3</b> Establish KPIs to drive engagement with First Nations businesses across the organisation. This will include a mix of new businesses and the growth of existing business partners.	November 2025, 2026	EGM, Social Enterprise
	<b>14.4</b> Promote First Nations businesses during NAIDOC week and Indigenous Business Month to encourage support for these businesses amongst our employees.	July 2026, 2027 October 2026, 2027	EGM, Social Enterprise
	<b>14.5</b> Review and refine procurement practices to remove barriers to procuring goods and services from First Nations businesses since the introduction of the First Nations Procurement Standard.	July 2025	EGM, Social Enterprise
	<b>14.6</b> Expand on current and engage in five new commercial relationships with First Nations businesses.	March 2026	EGM, Social Enterprise

Action	Deliverable	Timeline	Responsibility
<b>15 Increase opportunities for First Nations Leadership across AnglicareSA.</b>	<b>15.1</b> Provide the opportunity for a minimum of two First Nations employees to undertake leadership development who have not had the opportunity previously to do so. For First Nations employees who have already participated, provide next-step opportunities to grow leadership capacity.	November 2025, 2026	Chief Executive Officer
	<b>15.2</b> Co-design a plan for informal and formal meetings of the First Nations Senior Leaders Group with AnglicareSA's CEO and Executive group exclusively to promote reciprocal leadership and mentoring.	June 2025	Chief Executive Officer
	<b>15.3</b> Ensure the First Nations Senior Leaders Group meets with AnglicareSA's Executive group quarterly on matters relating to First Nations employees and communities.	April, July, October 2025 January, April, July, October 2026 January 2027	Chief Executive Officer
	<b>15.4</b> Explore opportunities to increase First Nations representation at senior management and executive levels over the course of our RAP delivery.	August 2025, 2026	Senior Strategic Cultural Advisor-First Nations
	<b>15.5</b> Explore opportunities to increase First Nations representation at all levels of governance over the course of our RAP delivery.	August 2025, 2026	Senior Strategic Cultural Advisor-First Nations
<b>16 Increase retention of First Nations employees.</b>	<b>16.1</b> Work with the First Nations Senior Leadership Group and First Nations Employee Network to collect known and shared issues.	April 2025, April 2026	EGM, People and Culture
	<b>16.2</b> Develop and implement a plan to actively address the issues.	June 2025, June 2026	EGM, People and Culture



Tauondi Aboriginal College staff member explaining how to prepare and cook kangaroo tail.

Photo credit: AnglicaESA



## Governance

**Pillar vision:** AnglicareSA will ensure that the work of this RAP is brought to life through a whole-of-organisation commitment driven by the AnglicareSA Board, Executive Leaders, and all Senior Leaders through accountability to each other, constantly reviewing, learning, and seeking feedback. The RAP will be adequately resourced, and outcomes measured against

deliverables shared with employees and stakeholders. Principles will be put in place to support uncomfortable discussions, which are to be undertaken in a culturally safe environment to deeply listen to First Nations voices, leaders, and employees and hear the truth of our shared history within AnglicareSA's governance and leadership.

Action	Deliverable	Timeline	Responsibility
<b>17</b> Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	<b>17.1</b> Review the membership on the RWG to ensure First Nations representation is maintained at a minimum of 40 per cent growing to 50 per cent by the end of this RAP. Ensure the RWG includes an external First Nations member and has relevant organisational involvement.	February 2026, 2027	EGM, Community Services
	<b>17.2</b> Undertake an annual review of the RWG Terms of Reference.	April 2025, 2026	RAP Coordinator
	<b>17.3</b> RWG to meet at least four times per year to drive and monitor RAP implementation and progress, meeting monthly during RAP development.	June, September, December 2025 March, June, September, December 2026 March 2027	RAP Coordinator
<b>18</b> Provide appropriate support for effective implementation of RAP commitments.	<b>18.1</b> Define and allocate resources needed for RAP implementation in the annual Reconciliation Action Plan budget.	March 2025, 2026	EGM, Community Services
	<b>18.2</b> Review and embed RAP commitments into Executive KPIs.	November 2025, 2026	Chief Executive Officer
	<b>18.3</b> Define and maintain appropriate systems to track, measure, and report on RAP commitments.	April 2025, 2026	EGM, Technology and Information

Action	Deliverable	Timeline	Responsibility
	18.4 Maintain internal RAP Champions from across AnglicareSA and the Reconciliation Ambassador program, including senior management.	November 2025, 2026	EGM, Community Services
19 Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	19.1 Contact Reconciliation Australia to verify that our primary and secondary contact details are up-to-date to ensure we do not miss important RAP correspondence.	June annually	RAP Coordinator
	19.2 Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey.	1 August annually	RAP Coordinator
	19.3 Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	RAP Coordinator
	19.4 Report RAP progress to all employees, senior leaders, and Board Members quarterly.	June, December 2025, 2026	Chief Operating Officer
	19.5 Publicly report RAP achievements, challenges, and learnings annually.	November 2025, 2026	Chief Executive Officer
	19.6 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026	RAP Coordinator
	19.7 At the conclusion of this RAP, submit a traffic light report on its implementation to Reconciliation Australia.	May 2027	RAP Coordinator
20 Continue our reconciliation journey by developing our next RAP.	20.1 Register via Reconciliation Australia's website to begin developing AnglicareSA's next RAP.	October 2026	RAP Coordinator
	20.2 Establish a RAP Development Group to consult and draft the next RAP. The group is to meet monthly during the RAP development process as prescribed in the RWG Terms of Reference.	January 2026	EGM, Community Services
	20.3 Engage with external First Nations stakeholders to actively participate in the RAP Development Group, ensuring that resources (in-kind and financial) are provided to external for participation.	April 2026	EGM, Community Services
	20.4 Conduct an annual AnglicareSA Reconciliation Employee Survey to measure how employees are engaging in reconciliation and to inform the development of the next RAP.	August 2025, 2026	EGM, Community Services

**For public enquiries about our RAP please contact:**

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