

Innovate Reconciliation Action Plan

September 2024–September 2026



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Acknowledgement of Country

Silverchain respectfully acknowledges the Traditional Custodians of the lands on which we work and live. We acknowledge Elders both past and present, whose ongoing efforts to protect and promote Aboriginal and Torres Strait Islander cultures will leave a lasting legacy for future leaders and reconciliation within Australia.

We acknowledge and respect this deep relationship between Aboriginal and Torres Strait Islander peoples and their ancestral lands and seas. We recognise this custodianship and the contribution Australia's First Nations peoples continue to make to conservation, climate action and the management of lands and waters.

Contact

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Director, Community Impact and Inclusion
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Our reconciliation artwork

Care is at the heart of Silverchain and is represented by the organic shape at the centre of the artwork.



This shape is comprised of radiating concentric circles, which represent the many types and levels of care provided to the person at the centre.

Within this shape, the client is depicted by the inner circle, encircled by smaller dots representing Silverchain.

The U symbols symbolise cultural leadership within Silverchain, empowering the important work of its passionate and committed employees.

The artwork depicts the client as part of a community ecosystem. The symbols, shapes, and lines within the artwork represent the many interconnected people and organisations working alongside Silverchain to contribute to the client's wellbeing.

The three connected circles represent Health, Human, Home, connecting Silverchain to its purpose and belief of respect, dignity, and healing for Australia's First Nations peoples.

Weaving organic shapes and natural lines in the background represents the diverse landscape across Australia where Silverchain provides its services.

About the artist

Mumbulla Creative is an Aboriginal creative agency specialising in visual art and branding. They create bespoke Aboriginal designs to reflect the purpose, values, and story of organisations.

Charmaine Mumbulla, Creative Director, is a Kurna and Narungga woman from South Australia.

Her background is in the arts, education, and social justice law. As a professional digital artist, Charmaine has carved out a space as a highly regarded creative professional. She is passionate about working on projects that support reconciliation and social justice. Using bright colours and organic shapes, Charmaine's designs are influenced by natural elements found throughout the traditional countries where she lives and works.

Silverchain is honoured to continue using this beautiful artwork for our second Innovate Reconciliation Action Plan.

You can learn more at mumbullacreative.com.au



Our vision for reconciliation

Our vision for reconciliation is a fair and just health care system embedded in social justice for Aboriginal and Torres Strait Islander Peoples and communities, in our pursuit of health equality and a united Australia.

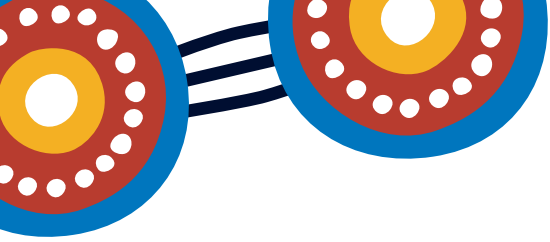
Silverchain is well placed to support and enhance reconciliation efforts because of our work in homes and communities across Australia. Reconciliation and an unwavering commitment to it are crucial for fostering positive relationships and creating a sense of trust and community.

By acknowledging past wrongs, taking responsibility for our actions, and working towards healing, we can create a safe and welcoming environment where everyone feels valued and respected. This requires open communication, active listening, and a willingness to learn from one another. We prioritise reconciliation so that we can build stronger, more connected communities and work towards a brighter future together.

Our vision aligns with Silverchain's Strategy Towards 2030 and is connected to our ambition to create a better home care system for all Australians. Guided by our world class research, supported with the latest technology, and delivered with the human touch of someone who cares, we are the national leaders of complete care at home and supporting our clients' health and wellbeing.

We believe that we can advance reconciliation within Australia if we as an organisation:

- Empower Aboriginal and Torres Strait Islander self-determination within the health care and aged care systems and care decision making.
- Strengthen our relationships with Aboriginal and Torres Strait Islander communities.
- Recognise the unique contribution Aboriginal and Torres Strait Islander people make to our society and the importance of First Nations peoples' cultures.
- Ensure impact and inclusion by improving the delivery of services to Aboriginal and Torres Strait Islander peoples and equal opportunities within our organisation.



Message from our Chief Executive

Silverchain Group

Turning words into meaningful actions.



Silverchain is actively shaping a future where reconciliation moves from aspiration to lived reality. Our fourth Reconciliation Action Plan (RAP) and our second Innovate RAP is our tangible commitment to creating an inclusive and equitable future for all.

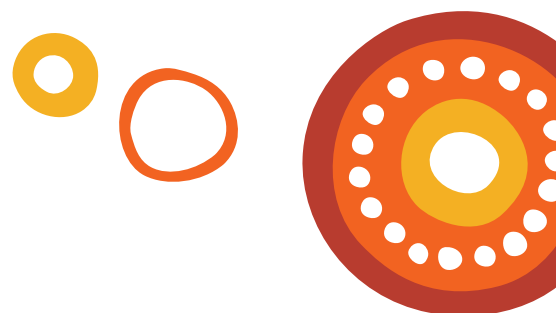
In our work in communities across Australia, we embrace and respect diversity and differences, understanding that this is the foundation that reconciliation is built on. It is more than an acknowledgment of historical injustices; it is about healing and improving access to care and support services. Our human rights based model of care protects our clients' autonomy, endorses their rights, and supports their ability to choose where they receive their care.

This second Innovate RAP provides a roadmap for change within Silverchain and for our communities. Initiatives range from cultural competency training to improved economic and social outcomes by supporting First Nations businesses.

As a leader in our industry, we have a unique responsibility to contribute meaningfully to reconciliation. Our actions and our care benefit the people and the communities we serve across Australia. They also impact the health and aged care industry, our networks, our peers and decision makers, and the broader community.

Reconciliation aligns with our ambition to create a better home care system for all Australians. Silverchain's genuine commitment to reconciliation is our investment in a shared future where everyone can thrive.

Dale Fisher AM
Chief Executive
Silverchain Group



Message from the CEO

Reconciliation Australia

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

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

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

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

Karen Mundine
Chief Executive Officer
Reconciliation Australia

About Silverchain Group

Our ambition is to create a better home care system for all Australians.

Silverchain Group is one of Australia's leading in home care specialists, providing health and aged care services to more than 140,000 clients a year.

Silverchain has a rich history as pioneers, innovators, and leaders of care in the home. For 130 years, from our earliest beginnings, we have always offered skilled and compassionate care services to vulnerable people of all ages in their own homes and communities.

As a leading provider of in home health and aged care Silverchain is well positioned to drive positive change in the communities where we work and live and contribute to a more sustainable way of running our services and support enhanced inclusivity.

We will continue to codesign solutions to problems with and for our partners and design services to respond to client needs. We value our diverse client population and will continue to invest in engaging with our communities and improving access to home care.

Our dual accreditations with the Australian Commission on Safety and Quality in Health Care and the Aged Care Quality and Safety Commission demonstrate our wide ranging commitment to upholding and delivering care that is safe, personal, connected, and effective – best care for every person, every time.

We celebrate the wonderfully diverse, multicultural communities we serve and commit to working together with Aboriginal and Torres Strait Islander peoples to promote reconciliation.

Our ambition is to create a better home care system for all Australians.

Our organisation

Our organisation includes Silverchain, RDNS Silverchain, KinCare, ACNA and Silverchain Foundation, which are part of Silver Chain Group Limited, and collectively referred to in this document as Silverchain.

In everything we do:

- We advocate for home care as a human right.
- We focus on care that keeps you connected to your community.
- We embrace people from all walks of life.
- We care for the things our clients care about.
- We champion dignity, choice, and independence.
- We lead future advancements in home care.



Our reach

We provide our services across Western Australia, South Australia, Victoria, New South Wales, the Australian Capital Territory, Tasmania and Queensland, in partnership with our clients, as well as governments, primary health networks, local health districts, retirement communities, private companies, hospitals and health services.

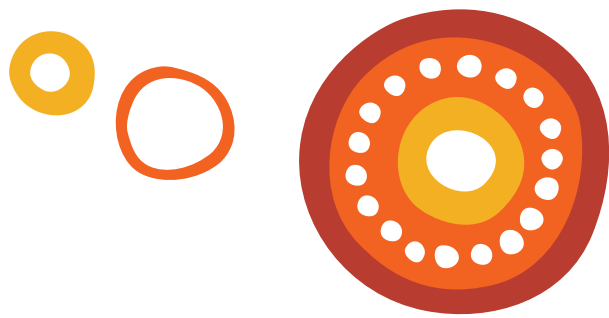
We:

- Employ more than 5,800 accomplished people.
- Spent more than 2.54 million hours with our clients.
- Work with more than 140,000 clients each year, including more than 2,600 Aboriginal and Torres Strait Islander clients in the last financial year.

We aim to grow our Aboriginal and Torres Strait Islander workforce. We recognise the contribution and depth and breadth of wisdom and experience this brings to our organisation.

As we advance in our reconciliation journey, we will have continued success in attracting and retaining Aboriginal and Torres Strait Islander employees.

Our RAP journey



Silverchain has developed this second Innovate RAP to formalise and embed our commitment to reconciliation and how we will deliver on that commitment. Our belief is that everyone at Silverchain has a role to play in reconciliation.

In 2017, Silverchain initiated the process of developing its first RAP and formed an initial RAP Committee, comprising representatives from across the organisation and external community members. The development of the 2019-2020 Reflect RAP was our first formal step in our reconciliation journey.

In 2020, Silverchain's second Reflect RAP November 2020 – April 2022 was launched in the organisation. It was developed by a working party formed by the RAP Committee with representation of First Nations employees and clients and launched with the support of this group.

In 2022, we launched our first Innovate RAP August 2022-2024. The RAP was developed in consultation with Silverchain employees including First Nation employees and represented our renewed commitment to our reconciliation journey.

Over the course of our most recent RAP, much has been achieved, including:

- The RAP Working Group was expanded to ensure representation from key areas of the business including aged and health care, allied health, procurement, and strategic communications. This broad perspective strengthens our RAP initiatives.
- Greater Aboriginal and Torres Strait Islander employee representation and participation in the RAP Working Group and The Seed Pod, Silverchain's Aboriginal and Torres Strait Islander employee network.
- Cultural protocols have been developed and shared widely to foster understanding and respect.
- A series of educational videos were developed to create greater awareness and understanding of Aboriginal and Torres Strait Islander cultures and celebrations including:
 - NAIDOC Week
 - "You Can Ask That" video series. Employees submitted questions about First Nations cultures, and The Seed Pod members generously shared insights.
 - Uncle Kevin Fitzgerald, Whadjuk Ballardong Elder, described his experiences as a Silverchain client and provided a personal and moving Welcome to Country to launch our first Innovate RAP.
- Procuring more than \$1.7 million in goods and services from Aboriginal and Torres Strait Islander owned businesses contributing to economic reconciliation.
- Implementation of strong RAP governance and accountability using Weavr software.
- A Community Impact and Inclusion Strategy was developed and launched, with progress against our milestones.

Our RAP

Silverchain's Innovate RAP 2024–2026 has been developed through codesign process with many Silverchain employees across Australia.

While implementing our RAP, we experienced valuable learning opportunities alongside our achievements. These learnings will guide us in our next RAP.

Examples of our learnings include:

- We recognise that people are in different stages of their learning and understanding regarding reconciliation. It is important to provide support and resources to build confidence to deliver on RAP initiatives.
- Assigning clear ownership and deliverables to specific individuals within teams proved to be an effective way to maintain progress. We will continue with this practice in future RAPs.

Our learnings also show that we experienced challenges arising from restructures and employee turnover. We will aim to minimise future disruptions to maintain accountability where possible.

Silverchain is proud of the achievements in our first Innovate RAP and we understand there is more work to do as part of Silverchain's reconciliation journey.

Kimberley Wanganeen, a First Nations consultant based on Kurna country, led a series of comprehensive RAP development workshops. Participants showed passion and commitment to reconciliation through their positive engagement throughout the workshops.

The first workshop was held face to face with The Seed Pod, our Aboriginal and Torres Strait Islander employee network. The outcomes from this workshop set the scene for the remaining two workshops. It was also a wonderful opportunity for our Aboriginal and Torres Strait Islander employees from across the country to connect shortly after the result of the Voice to Parliament referendum in late 2023. Silverchain supported constitutional recognition for First Nations' Peoples and the result was disappointing. A safe and supportive space was created at the workshop to reflect this outcome.

The Seed Pod welcomed Dale Fisher, Chief Executive, Bronwyn Perry, Executive Director Strategic Communications and Tamra Bridges, Executive Director,

East Coast as part of their development session. The commitment to active participation and the demonstration of support was poignant and felt by all. The other workshops were held online, making it accessible for employees across the country, with sessions held with the RAP Working Group and any Silverchain employee who wanted to participate.

The feedback from each of the workshops informed the development of this RAP, helping to guide and focus priorities and deliverables. Throughout each of the workshops, there was a strong focus and agreement on the importance of cultural training and developing a cultural safety framework to drive a united approach and overcome the fear of doing or saying the wrong thing.

Reconciliation has the support of our senior leaders as allies and partners in the delivery and governance of our RAP. It is also championed collectively by Silverchain's Community Impact and Inclusion Director, the RAP Working Group and The Seed Pod, Silverchain's Aboriginal and Torres Strait Islander employee network.

The Seed Pod

In January 2022, Silverchain invited First Nations employees to join The Seed Pod, an Aboriginal and Torres Strait Islander employee network, with representatives from across Australia.

The Seed Pod was developed to ensure we empower self-determination for the Aboriginal and Torres Strait Islander people we employ and deliver services to.

In October 2023, The Seed Pod met face to face as the first important step in the development of this Innovate RAP 2024–2026. The group met on Kaurna Country and together shared ideas, focus and understanding to drive the ongoing and transformative process required in our reconciliation journey.

In this context, self-determination includes Aboriginal and Torres Strait Islander people and communities determining both their priorities and who has the authority and responsibility to achieve them. This is based on a foundation of participation in decision making.

The Seed Pod creates the opportunity for interested Aboriginal and Torres Strait Islander employees to represent Aboriginal and Torres Strait Islander voices and perspectives, provides an opportunity for professional development and ensures a support network for current and future Aboriginal and Torres Strait Islander employees.



The Seed Pod aims to:

- Provide effective engagement with senior management and executive leaders at Silverchain.
- Provide quality advice through lived experience on issues affecting Aboriginal and Torres Strait Islander peoples.
- Provide advice that supports Silverchain in delivering the RAP and improving health outcomes.
- Support strengthening Silverchain's cultural competency and improve the delivery of its services.
- Bring together collective knowledge that influences change, fosters partnerships, and strengthens leadership.

The Seed Pod was established in homage to a commissioned artwork by First Nations artist Micky Barlow. This original work, purchased in 2019, is currently on display at our Morphett Vale office in South Australia.

Seed Pod Dreaming

'Seed Pod Dreaming' is part of the artist's Bush Tucker series. After collecting the seed pods, the women would put them in a rag or hessian and place it/them in the creek or river to wash out the itchy orange fluff from inside. The seeds were then roasted in the campfire to rid them of toxins. Once roasted, they were ground and used in cooking for adding flavour.

Learn more at mickybarlow.com.au

Overview of the committees and working groups

The Seed Pod works collaboratively with the RAP Working Group to ensure our RAP is driven by the voices of our Aboriginal and Torres Strait Islander employees and consumers.

The Seed Pod

The Seed Pod provides oversight of the RAP as well as discusses and agrees on solutions to maintain progress. The Seed Pod provides advice and ensures continuous improvement of the RAP and works collaboratively with key partners.

The Seed Pod includes Aboriginal and Torres Strait Islander employees only. It is open to all Aboriginal and Torres Strait Islander employees and consumers and will continue to grow and develop with each RAP.

The current members are in the following roles:

- Aboriginal Program Lead
- Aboriginal Services Advisor
- Home Care Package Coordinator
- Registered Nurse
- Enrolled Nurse
- Wellness Assessor
- Domestic Assistant.

The Seed Pod is supported, as needed, to collectively consult, and problem solve with relevant leaders across the organisation, escalating risks or issues as appropriate to the Executive Director, East Coast (RAP Sponsor).

RAP Working Group

The RAP Working Group acts as an extension of The Seed Pod and is established as a group that drives the delivery of key RAP initiatives within agreed timeframes and proactively ensures the delivery of RAP actions. Participants of the RAP Working Group complement the key focus areas in the RAP, which include:

- People and Culture
- Strategic Communications
- Procurement
- Care, Quality and Governance
- Community Impact and Inclusion.

The RAP working group is made up of various roles. These include: Executive Director East Coast, Community Impact and Inclusion Director, Aboriginal Program Lead, Aboriginal Service Advisor, Home Care Package Coordinator, Wellness Assessor, Physiotherapist Clinician, Senior Communications Advisor, Graduate Project Officer, Organisational Development Director, Purchasing Officer, Registered Nurses (2), Executive Assistant – Secretariat. Currently, we have five Aboriginal employees on the RAP Working Group, and we always encourage and welcome new members.

Case study:

Home sweet home – after many years of rough sleeping and relying on the kindness of friends, Josie proudly from the Mowanjum people, and currently living in Fitzroy Crossing in regional Western Australia, now has a place to call home.



With a fixed address, Josie has been able to receive her Home Care Package and we can support her with Best Care. At Silverchain, we define Best Care as care that is safe, personal, connected and effective.

Donna Mills, proudly from the Yued people of Whadjuk Country, Home Care Package Coordinator (pictured), supports Josie with care that is personal and connected.

On meeting, the two Aboriginal women explained where they were from and the lands to which they are connected.

“We spent a little bit of time getting to know each other. We were able to build a rapport quickly through the connection with people that we both know. It was lovely,” Donna said.

Josie is living with a chronic health condition. Donna set up her Home Care Package so she could travel to appointments and get some assistance with cleaning her new home.

“I noticed Josie would ring me if she needed help with little things. That was great because I knew that meant she trusted me, but I wanted her to be able to look after herself because I knew she was more than capable. I wanted her to feel comfortable doing things for herself. We worked together to create a notebook of contacts she might need regularly so she feels empowered to call the services she needs,” Donna said.

Josie is set up to take good care of herself and she is in good health in her own home. By building trust and rapport with Josie, Donna’s practical advice and tips are now shared widely across Josie’s family.

Donna created a culturally safe space for Josie, where her needs are met, her autonomy is respected, and her connection to her Aboriginal heritage is cherished.

Josie was happy to share her story but chose not to be photographed.

Relationships

Silverchain recognises that to have a meaningful impact, it is important to build strong relationships with the Aboriginal and Torres Strait Islander communities we serve.

We are committed to Best Care for every person, every time. Best Care is delivered through genuine connection, shared understanding, and a foundation of working together. We understand that building strong relationships that enable self-determination will enrich an inclusive environment for communities to heal.

Action	Deliverable	Responsible	Timeline
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Strengthen relationships with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Accountable: Executive Director, East Coast (as RAP sponsor) Delivered by: Aboriginal Program Lead	March 2025
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Accountable: Executive Director, East Coast (as RAP sponsor) Delivered by: Aboriginal Program Lead	December 2024
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our employees.	Accountable: Executive Director, East Coast (as RAP sponsor) Delivered by: Strategic Communications	May 2025 and 2026
	RAP Working Group members to participate in an external NRW event.	Accountable: Executive Director, East Coast (as RAP sponsor) Delivered by: RAP Working Group with support from Aboriginal Program Lead	27 May-3 June 2025 and 2026
	Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.	Accountable: Executive Director, East Coast (as RAP sponsor) Delivered by: Strategic Communications	27 May-3 June 2025 and 2026
	Organise at least one NRW event each year.	Accountable: Executive Director, East Coast (as RAP sponsor) Delivered by: Aboriginal Program Lead with support from RAP Working Group	27 May-3 June 2025 and 2026
	Register all our NRW events on Reconciliation Australia's NRW website.	Accountable: Executive Director, East Coast (as RAP sponsor) Delivered by: Aboriginal Program Lead	May 2025 and 2026
Promote reconciliation through our sphere of influence.	Review and continue to implement our employee engagement strategy to raise awareness of reconciliation across our workforce.	Accountable: Executive Director, Strategic Communications Delivered by: Aboriginal Program Lead	September 2024
	Communicate our commitment to reconciliation publicly through regular storytelling and acknowledgement of key dates and celebrations.	Accountable: Executive Director, Strategic Communications Delivered by: Executive Director, Strategic Communications	December 2024, February, May, July, October 2025 and 2026
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Accountable: Executive Director, Strategic Communications Delivered by: Strategic Communications	March 2025 and 2026
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Accountable: Director, Community Impact and Inclusion Delivered by: Aboriginal Program Lead	March, June, September, December 2025 and 2026
Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Accountable: Executive Director, People and Culture Delivered by: Director, People and Culture	June 2025 and 2026
	Review then continue to implement and communicate the anti-discrimination policy for our organisation.	Accountable: Executive Director, People and Culture Delivered by: Director, People and Culture	March 2025
	Engage with Aboriginal and Torres Strait Islander employees and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Accountable: Executive Director, People and Culture Delivered by: Director, People and Culture	March 2025
	Educate senior leaders on the effects of racism.	Accountable: Executive Director, People and Culture Delivered by: Group Manager, Capability	March 2025

Case Study:

RAP Consultation Workshops – a seed planted during the development of Silverchain’s second Innovate RAP.



The newest member of Silverchain’s Aboriginal and Torres Strait Islander employee group, The Seed Pod, Jacqui shared a powerful sentiment after the first consultation session for the development of Silverchain’s second Innovate Reconciliation Action Plan (RAP).

“I felt very welcomed and connected to Silverchain and to my Indigenous community (colleagues). I have never experienced anything like this in my previous workplace and as a newcomer to the company it was an absolute honour to be a part of it.”

This quote reflects the success of Silverchain’s commitment to respectful, inclusive, and meaningful engagement during the RAP development process.

Understanding the importance of genuine connection, Silverchain sought internal consultation from The Seed Pod, the RAP Working Group, interested employees and the expertise of Kimberley Wanganeen Consultancy. Kimberley is a proud South Australian First Nations woman born on Boandik Country and now living and working on Kaurna Country. Kimberley has extensive experience providing cultural advice and guidance to organisations, like Silverchain, as we progress our reconciliation efforts.

Kimberley facilitated three workshops for Silverchain that were instrumental in shaping this RAP.

“It was a privilege to collaborate with Silverchain. Participants shared with passion what reconciliation meant to them and actively shared their thoughts and ideas. Partnering with The Seed Pod was a highlight for me.

Aboriginal and Torres Strait Islander employee groups like The Seed Pod provide genuine space for Aboriginal voices to be heard and valued and lead important work, such as the RAP,” Kimberley said. She went on to encourage and commend Silverchain.

“My advice for Silverchain is to continue to amplify Aboriginal and Torres Strait Islander voices whilst ensuring reconciliation is viewed as an organisational and individual responsibility. Each person has a role to play, and actively engaging in cultural education opportunities will support ongoing learning to broaden knowledge and awareness.

Respect

Silverchain recognises that to play a role in Aboriginal and Torres Strait Islander health and social and emotional wellbeing, it is crucial to build and maintain strong and respectful relationships.

It is important to create opportunities for employees to celebrate Aboriginal and Torres Strait Islander cultures and communities, and continual learning through acknowledging and understanding our shared histories and cultural differences.

Focus area: We believe genuine truth telling is important and we commit to demonstrate and to celebrate Aboriginal and Torres Strait Islander cultures and communities.

Action	Deliverable	Responsible	Timeline
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	Accountable: Executive Director, People and Culture Delivered by: Group Manager, Capability	March 2025
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	Accountable: Executive Director, People and Culture Delivered by: The Seed Pod and Aboriginal Program Lead	March 2025
	Review then continue to implement and communicate our cultural learning strategy document for our employees.	Accountable: Executive Director, People and Culture Delivered by: Director, Community Impact and Inclusion and Group Manager, Capability	March 2025
	Provide opportunities for RAP Working Group members, HR managers and other key leadership employees to participate in formal and structured cultural learning.	Accountable: Executive Director, People and Culture Delivered by: Director, Community Impact and Inclusion and Group Manager, Capability	March 2025
	Ensure 100% of Executive Directors participate in Cultural Appreciation Training.	Accountable: Executive Director, People and Culture Delivered by: Director, Community Impact and Inclusion and Group Manager, Capability	June 2025
	Ensure 80% of the Senior Leadership Team complete cultural competence training.	Accountable: Executive Director, People and Culture Delivered by: Group Manager, Capability	June 2025
Demonstrate respect for Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase employees' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country.	Accountable: Executive Director, East Coast (as RAP Sponsor) Delivered by: Director, Community Impact and Inclusion	September 2024
	Review then continue to implement and communicate our cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Accountable: Executive Director, East Coast (as RAP sponsor) Delivered by: Director, Community Impact and Inclusion	September 2024
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Accountable: Executive Director, East Coast (as RAP sponsor) Delivered by: Director, Community Impact and Inclusion	September 2024, January, May, July 2025, January, May, July 2026
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Accountable: Executive Director, East Coast (as RAP sponsor) Delivered by: Group Executive	September, December 2024, March, June, September, December 2025, March, June 2026
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	Accountable: Executive Director, East Coast (as RAP sponsor) Delivered by: Aboriginal Program Lead and RAP Working Group	First week in July 2025 and 2026
	Review HR policies and procedures to remove barriers to employees participating in NAIDOC Week.	Accountable: Executive Director, People and Culture Delivered by: Director, People and Culture	March 2025
	Promote and encourage participation in external NAIDOC events to all employees.	Accountable: Executive Director, Strategic Communications Delivered by: Director, Communications	First week in July 2025 and 2026
	Investigate opportunities to host localised internal NAIDOC event/s.	Accountable: Executive Director, East Coast (as RAP sponsor) Delivered by: Aboriginal Program Lead	March 2025 and 2026

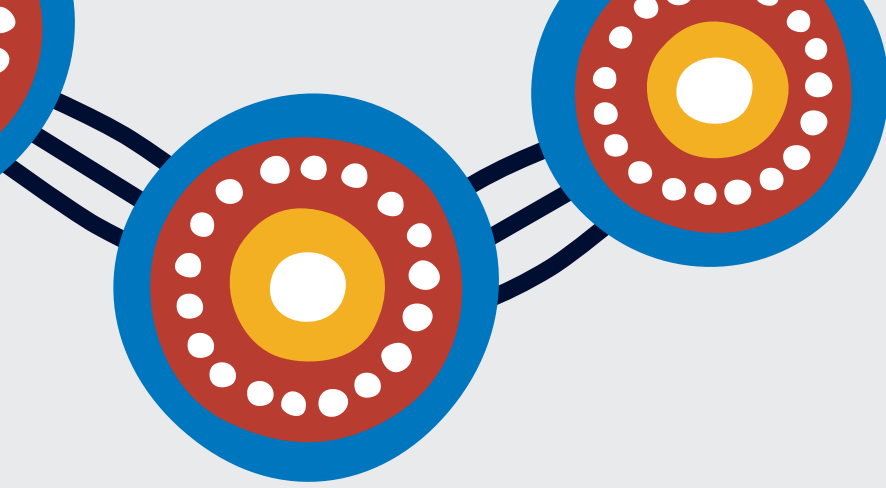


Opportunities

Silverchain believes building a safe cultural environment is key to delivering positive health outcomes for Aboriginal and Torres Strait Islander peoples.

We acknowledge in doing this we must support and empower strong Aboriginal and Torres Strait Islander leadership and enhance employment opportunities and the diversity of Silverchain Group's workforce to ensure communities are economically thriving and represent the people we serve.

Action	Deliverable	Responsible	Timeline
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Deepen our understanding and approach of current Aboriginal and Torres Strait Islander employees to inform future employment and professional development opportunities.	Accountable: Executive Director, People and Culture Delivered by: Director, Organisational Development	December 2024
	Engage with Aboriginal and Torres Strait Islander employees to consult on our recruitment, retention, and professional development strategy.	Accountable: Executive Director, People and Culture Delivered by: Director, Organisational Development and Director, People and Culture	February 2025
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	Accountable: Executive Director, People and Culture Delivered by: Director, Organisational Development	March 2025
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Accountable: Executive Director, People and Culture Delivered by: Director, People and Culture	March, June, September, December 2025
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Accountable: Executive Director, People and Culture Delivered by: Director, Organisational Development	December 2024
	Increase Aboriginal and Torres Strait Islander workforce representation by doubling current Aboriginal and Torres Strait Islander workforce numbers.	Accountable: Executive Director, People and Culture Delivered by: Director, Organisational Development	July 2025 and 2026
	Investigate options available for Aboriginal and Torres Strait Islander employees using EAP or other culturally appropriate employee assistance programs.	Accountable: Executive Director, People and Culture Delivered by: Director, Organisational Development	February 2025
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	Accountable: Executive Director, Contracts, Procurement and Risk Delivered by: General Manager, Contracts and Procurement	December 2025
	Investigate Supply Nation membership.	Accountable: Executive Director, Contracts, Procurement and Risk Delivered by: Aboriginal Program Lead	June 2025 and 2026
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Accountable: Executive Director, Contracts, Procurement and Risk Delivered by: General Manager, Contracts and Procurement	June 2025 and 2026
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Accountable: Executive Director, Contracts, Procurement and Risk Delivered by: General Manager, Contracts and Procurement	September 2025
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Accountable: Executive Director, Contracts, Procurement and Risk Delivered by: General Manager, Contracts and Procurement	June, December 2025 and 2026



Action	Deliverable	Responsible	Timeline
Increase Aboriginal and Torres Strait Islander identified roles within nursing and care teams to better connect First Nations clients with our services and improve care outcomes.	Create a national Aboriginal Service Advisor with a focus on aged care clients, with a second Aboriginal Services Advisor to be employed.	Accountable: Executive Director, People and Culture Delivered by: Director, Community Impact and Inclusion	September 2024 and 2026
	Create a national Aboriginal Nursing Advisor role to support our health care services to deliver better outcomes and experiences for health care clients.	Accountable: Executive Director, People and Culture Delivered by: Director, Community Impact and Inclusion	September 2024 and 2026
Provide opportunities to improve health literacy and support self-determination towards positive health outcomes.	Where required develop Aboriginal and Torres Strait Islander specific health information to make available for employees and consumers.	Accountable: Executive Director, Strategic Communications Delivered by: Aboriginal Program Lead	December 2024 and 2025 June 2025 and 2026
	Ensure internal population health and wellbeing trends and data are tracked to ensure Silverchain are providing services that align with the current and future needs of Aboriginal and Torres Strait Islander clients.	Accountable: Director, Community Impact and Inclusion Delivered by: Aboriginal Program Lead	September, December 2024 and 2025, March, June 2025 and 2026
Provide culturally appropriate support and services to Aboriginal and Torres Strait Islander clients.	Review and update current care procedures to ensure they are inclusive of the needs of Aboriginal and Torres Strait Islander peoples both culturally and medically.	Accountable: Executive Director, East Coast (as RAP sponsor) Delivered by: Aboriginal Program Lead and Director, Care Governance and Risk	December 2024 and 2025 June 2025 and 2026
	Engage with Aboriginal and Torres Strait Islander interpreter services when required.	Accountable: State-based operations lead Delivered by: Aboriginal Program Lead	September, December 2024 and 2025, March, June 2025 and 2026
Explore pathways to improve opportunities for First Nations leadership at all levels of the organisation.	Explore Aboriginal and Torres Strait Islander representation and recruitment to the Silverchain Group Board.	Accountable: Silverchain Group Board Delivered by: Silverchain Group Board Chair	August 2026
	Engage with Aboriginal and Torres Strait Islander employees to consult on appropriate leadership development opportunities.	Accountable: Executive Director, People and Culture Delivered by: Director, Organisational Development	June 2025
	Establish a leadership development program for First Nations employees.	Accountable: Executive Director, People and Culture Delivered by: Director, Organisational Development	June 2026

Case study:

Uncle Kevin Fitzgerald, Whadjuk Ballardong Elder, reviews Silverchain. Uncle Kevin Fitzgerald was referred to Silverchain after a short stay in hospital in 2019.



Initially, our care team came to visit him at home, which he thought was rather good, but when he found out that there was a Silverchain clinic close to home, he preferred to drop into the clinic each day.

Uncle Kevin said at the Silverchain clinic, everyone was friendly and happy. He was treated with kindness and respect. He thoroughly enjoyed his experience with all the Silverchain nurses and clinicians he met along the way.

Uncle Kevin had sound advice for those who might be worried about seeking health treatment.

“If you think that you will be frightened, don’t be. If you come out of the hospital wherever you are and you need treatment, ask for Silverchain because they do a very, very good job,” Uncle Kevin said.

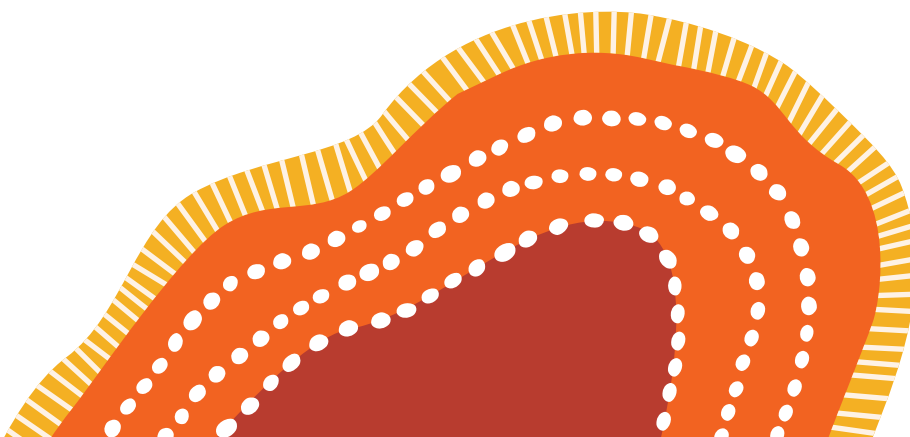
In August 2022, Silverchain launched its first Innovate RAP and we asked Uncle Kevin to provide a Welcome to Country at the launch event. Uncle Kevin, being a respected Elder in the community with experience of Silverchain’s services, gave a personal and heartfelt Welcome at the RAP launch.

Uncle Kevin’s message is one of respect for all cultures in Australia. Uncle Kevin lives on Noongar Country, his mother’s Country, and says this is the right thing to do according to Noongar lore.

As well as welcoming all attendees to Country, Uncle Kevin reviewed Silverchain services and talked of his positive experiences. He also advised First Nations people to look after their health and not wait till it is too late.

The RAP launch was held on 24 August 2022, at the Art Gallery of Western Australia, surrounded by three stunning exhibitions by First Nations artists.

In 2023, when Uncle Kevin had another short stay in hospital, he asked the doctors to let him go home. He said, “I’ll be right. I’ll get Silverchain to come!”



Governance

Silverchain will build accountability and transparency through reporting RAP achievements, challenges, and learnings.

Action	Deliverable	Responsible	Timeline
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Director, Community Impact and Inclusion	September, December 2024 and 2025, March, June 2025 and 2026
	Review, update if required, and continue to apply a Terms of Reference for the RWG.	Director, Community Impact and Inclusion	September 2024
	Review Terms of Reference for RWG.	Director, Community Impact and Inclusion with support from RAP Working Group	June 2025 and 2026
	Meet at least four times per year to drive and monitor RAP implementation.	Director, Community Impact and Inclusion	September, December 2024 and 2025, March, June 2025 and 2026
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	Director, Community Impact and Inclusion	September 2024 and 2025
	Engage our senior leaders and other employees in the delivery of RAP commitments.	Director, Community Impact and Inclusion	September 2024 and 2025
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Aboriginal Program Lead	September, December 2024 and 2025, March, June 2025 and 2026
	Maintain an internal RAP Champion from senior management.	Chief Executive	September 2024 and 2025
	Investigate opportunities to add RAP commitments into Silverchain's role descriptions.	Executive Director, People and Culture	March 2025
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.	Aboriginal Program Lead	June annually
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	Aboriginal Program Lead	1 August annually
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Aboriginal Program Lead	30 September annually
	Report RAP progress to all employees and senior leaders quarterly.	Director, Community Impact and Inclusion	September, December 2024 and 2025, March, June 2025 and 2026
	Publicly report our RAP achievements, challenges and learnings, annually.	Executive Director, Strategic Communications	July 2025 and 2026
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Director, Community Impact and Inclusion	April 2026
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Director, Community Impact and Inclusion	September 2026
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Director, Community Impact and Inclusion	February 2026

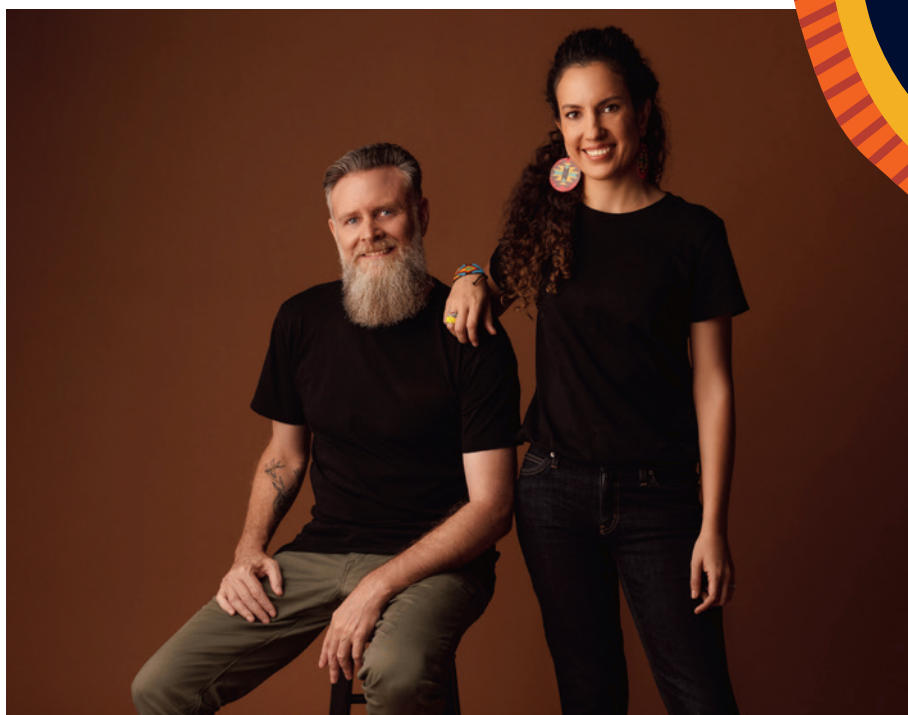
Case study:

Weavr: tomorrow's change begins today – Aboriginal and Torres Strait Islander communities have used weaving for tens of thousands of years to manufacture goods, to create art, and to share stories.

LOGiT Co-Founders, proud Biripi man, Kieran Shirey, and proud Colombian woman, Natalia Florez, had a brilliant idea when they heard about the challenge that organisations were having in telling their reconciliation stories.

“We're excited about turning challenges into opportunities. We knew that LOGiT software and business management systems could design a tool that captures, tracks and reports on RAP progress. We were also keen to find a way to connect organisations with local Indigenous businesses and communities to encourage collaboration and share ideas. This is how Weavr came to be,” Kieran said.

Continuing with the weaving analogy, “Think of it as the warp and the weft of coming together to build strength,” Kieran said. Weavr was developed with support from CSIRO, Advance Queensland Deadly Innovation Fund, and MEGT.



In July 2022, Silverchain initiated a partnership with Weavr, as the management system to track our progress towards our RAP deliverables and actions.

Danielle Ramsey, Silverchain's Director of Community Impact and Inclusion believes that collaboration is key to progressing reconciliation.

“Weavr helps us share the work and taps into the broad range of expertise and experience that exists in our

organisation. It also helps us create a culture of trust and respect. Not only can we monitor and evaluate our progress as we work towards our RAP, but it also provides us with a platform to learn, improve, and engage in meaningful conversations along the way. Weavr keeps us all on track as we advance our reconciliation journey,” Danielle said.

You can find out more about Weavr by visiting weavr.au



Assistance to access information



To access the Translating and Interpreting Service call 131 450.

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