

Reconciliation Action Plan

September 2025 - September 2027



Acknowledgement of Country

Carers SA acknowledges the Traditional Custodians of the lands on which we live, work, and care. We recognise that this land was never ceded and always was, always will be, Aboriginal land.

We pay our deepest respects to Elders past and present, and we honour the enduring connection that Aboriginal and Torres Strait Islander peoples have to Country, culture, and community.

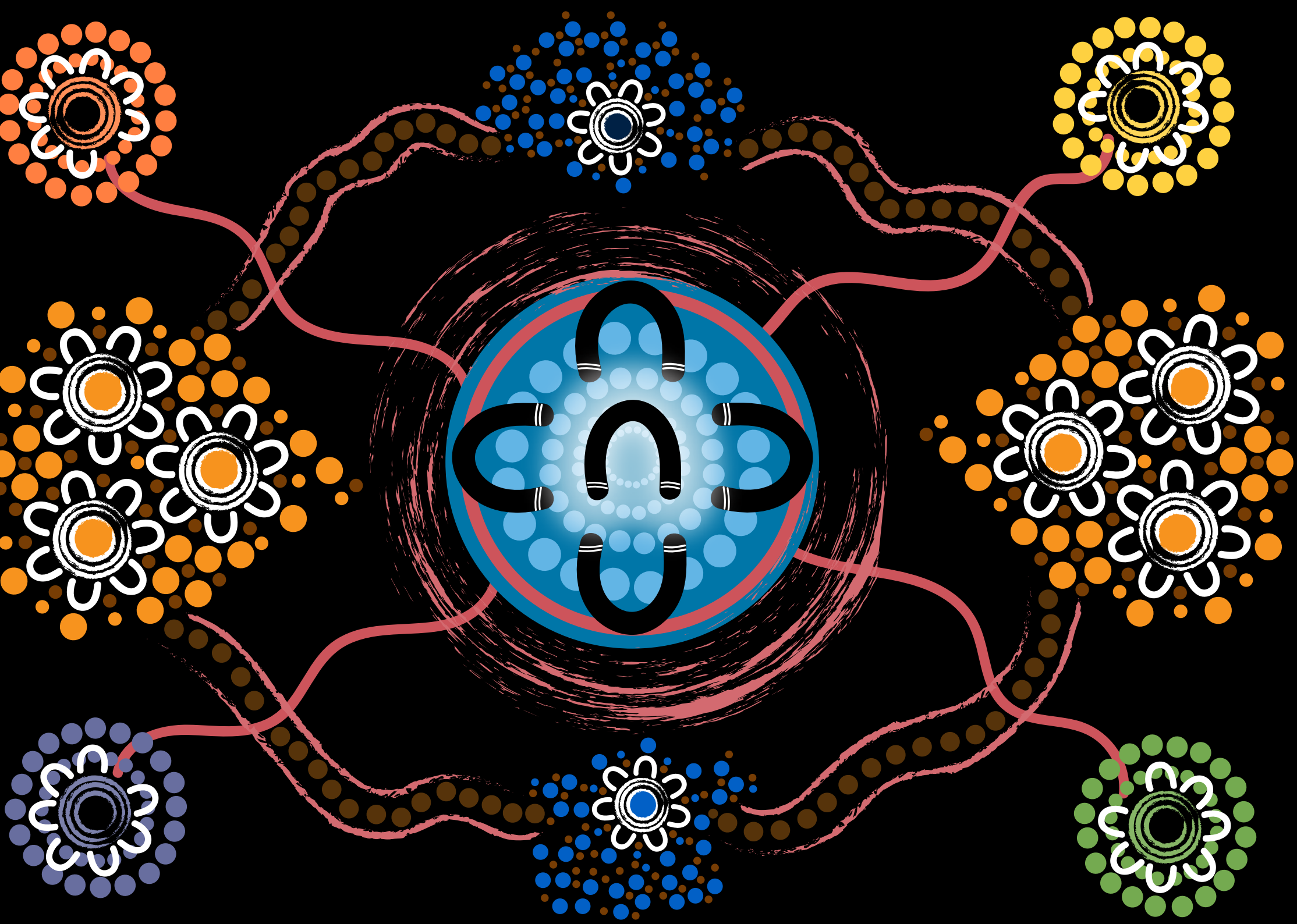
We recognise the profound impact of history and honour the enduring cultural strength, diversity, and unbroken connection of the Traditional Custodians to their lands, waters, and communities, "Always was Always will be".

We are committed to walking together in the spirit of reconciliation, respect and truth telling, where our actions reflect our words and our journey be guided by truth, healing, and shared responsibility.



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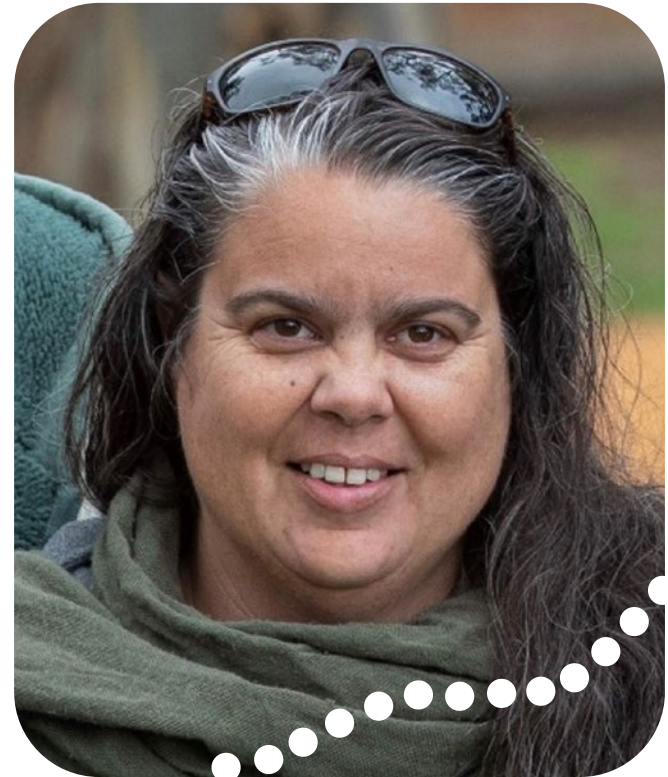
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OUR ARTWORK BY ADJAH DURA/ NARUNGGA AND NGADJURI ARTIST MEL AGIUS

Artwork Story

"The centre design symbolises our Aboriginal Carers caring for someone. Symbolism in the centre blue dots is the importance of our spiritual care and connection to families and country. Often our families will provide support, assistance and respite care to help the families caring for a loved one. Travelling through Country to meet family groups is symbolised in the dotted path. The outside orange, yellow, green and purple dotted circles symbolise a meeting place representing different agencies and services that Aboriginal Carers may need to talk and work with to assist in providing care. All are connected to provide the best possible care for our loved ones."



Carers SA CEO Statement, Julia Overton



At Carers SA, our commitment to reconciliation continues to evolve as we progress toward the Innovate Reconciliation Action Plan (RAP). This new RAP builds on the achievements of our initial Reflect RAP, strengthening our dedication to deepening relationships and connections with First Nations Carers, Communities and Organisations, as well as the Aboriginal and Torres Strait Islander Carers we serve.

I am proud to present the Carers SA Innovate Reconciliation Action Plan, developed in collaboration with the Carers SA Reconciliation Working Group and Reconciliation Australia.

Our vision for the coming years is to embrace this RAP as a dynamic framework that guides our continuous learning and partnerships, reflecting Carers SA's growth and maturity.

We remain committed to deepening our cultural understanding, respecting cultural protocols and integrating the experiences and insights of Aboriginal and Torres Strait Islander peoples into our engagement and service delivery. A key part of this commitment is strengthening our engagement with Aboriginal-controlled organisations as partners in supporting Carers. By fostering these partnerships, we can create a more flexible, culturally responsive and trusted organisation.

As CEO of Carers SA, my vision for reconciliation includes observing and celebrating significant First Nations dates, strengthening our connection and engagement with Aboriginal and Torres Strait Islander Carers and fostering a culturally safe and inclusive workplace for all staff.

There is still much more we can achieve to become a truly culturally responsive, safe and respectful organisation. This Innovate RAP represents an important step in our ongoing journey toward reconciliation and cultural competence.

Statement from CEO of Reconciliation Australia



Karen Mundine
Chief Executive Officer,
Reconciliation Australia

Reconciliation Australia commends Carers SA on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

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

This Innovate RAP is both an opportunity and an invitation for Carers SA to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Carers SA will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Carers SA is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Carers SA's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Carers SA on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Our Organisation

Carers SA is the lead Carer Gateway provider and peak Carer organisation in South Australia. Carers SA provides a range of supports for Carers, with skilled and professional staff working across country and metropolitan South Australia.

Carer Gateway is an Australian Government initiative which provides services and support to unpaid Carers across Australia. Services include Carer Support Planning, Peer Support, Counselling, Tailored Support Packages, Coaching and Emergency Respite.

Additionally, Carers SA, through State Government funding, provides a range of supports for Carers, including Carer Breaks, one-on-one support and targeted activities for Carers. We ensure the Carer voice is heard and represented through advocacy.

At Carers SA, we are focused on improving outcomes for Carers and raising awareness in the community about the important role Carers have in supporting families and friends living with disability, chronic health conditions, drug and alcohol dependency, mental health issues, or who are frail aged or terminally ill. This Innovate Reconciliation Action Plan reflects our dedication to creating lasting positive change. It outlines our steps towards fostering reconciliation, unity, and cultural sensitivity within our organisation and the wider community. By implementing this Reconciliation Action Plan, we aim to actively contribute to the national reconciliation journey while ensuring these actions align with our core values.



We know that people become Carers in different ways; it can occur gradually over years, or it can be sudden. We know that a Carer can be any age and can be parents, grandparents, partners, siblings, children, friends, kin and include Aboriginal and Torres Strait Islander Carers.

A Carer can be anyone who provides personal care, support, and/or assistance to family or friends who live with:

- A disability
- A mental illness
- Dementia
- A chronic health condition
- An illness that is terminal
- An alcohol or drug-related problem
- Someone who is frail due to age

Carers are at the heart of everything we do, and we strive to ensure Carers can contribute, are valued, feel culturally safe, and have a voice that is heard. Our purpose is to address the challenges of current and future Carers so they can care for others.

At Carers SA, we have established and continue to evolve the Aboriginal Community Team and are committed to supporting Aboriginal and Torres Strait Islander staff and Carers by creating targeted positions.

OUR PURPOSE

Addressing the challenges
for current and future
Carers so they can care
for others.

VISION

To be recognised as the
key '*Carer organisation*'
in South Australia.

Our Values



Inclusivity

All Carers are treated with respect, dignity and as a person in their own right.



Empathy

We are open, approachable and are always willing to provide assistance to Carers, the community and each other.



Integrity

We always act with honesty, accountability and transparency when engaging with Carers, the community and each other.



Professional Excellence

We strive to provide services of a high quality to Carers and other customers. We are progressive in our thoughts and actions, and aim to be leaders in the sector.



Collaboration

We work with Carers as partners, focusing on individual strengths with the aim to enhance positive outcomes. All external partnership opportunities are investigated and pursued to best serve the communities we work in and with.

Carers SA Vision for Reconciliation

Carers SA envisions a community where respect, understanding and collaboration between Aboriginal and non-Indigenous Australians are paramount. We are committed to acknowledging and celebrating the rich cultural heritages of First Nations peoples, while actively addressing historical injustices through truth telling.

We strive to create a culturally safe workplace that respect cultural differences and provide culturally responsive services that support First Nation Carers, acknowledging their unique challenges and strengths. By embedding reconciliation into our practices, we aim to build stronger partnerships where equality and unity between Aboriginal and Torres Strait Islander peoples and non-Indigenous are not just goals but lived realities. This commitment fosters mutual respect, understanding and collaboration, paving the way for a more inclusive and harmonious society.



Our Reconciliation Journey

As part of developing the first Reflect RAP Carers SA made a commitment to establishing our inaugural Reconciliation Working Group (RWG). The role of a Reconciliation Working Group (RWG) in an Innovate Reconciliation Action Plan (RAP) will continue to be crucial for driving meaningful and sustainable reconciliation efforts within Carers SA and externally.

At Carers SA, we are committed to fostering reconciliation and building strong, respectful relationships with Aboriginal and Torres Strait Islander peoples. Our Innovate Reconciliation Action Plan (RAP) is a formal and public commitment that outlines our vision and actions to support this commitment, focusing on creating a culturally inclusive environment for all.

The Innovate RAP is a continuing reconciliation journey and has been developed in collaboration with the Reconciliation Working Group, the Aboriginal Community Team, Aboriginal Carers and Executive Leadership Group. This work stems from a deep respect for the rich cultural heritage, contributions of Aboriginal and Torres Strait Islander peoples and the lived experience of First Nation Carers.

Over the past 18 months, we have focused on making our workplace culturally welcoming and safe. This includes being responsive to the needs of Aboriginal staff, embedding cultural

protocols into daily practice and celebrating culturally significant events like National Reconciliation Week and NAIDOC Week. Through consultation with Aboriginal staff and Carers we have tailored resources to improve community engagement and raise awareness to ensure services are accessible and inclusive.

Implementing the Aboriginal Community Team - This initiative is part of a long-term vision to employ and retain First Nations staff and to provide culturally appropriate services for Aboriginal and Torres Strait Islander Carers.

During this period, we have strengthened relationships with the Aboriginal and Torres Strait networks, stakeholders and partners to improve outcomes for First Nations Carers. We have established the First Nations Carer Panel where Aboriginal and Torres Strait Carer voice and lived experience can help shape culturally appropriate service delivery.

The RAP has helped Carers SA staff gain a deeper understanding of cultural collaboration and communication in an authentic and respectful manner.

We have integrated Aboriginal cultural learning into formal training plans and committed to enhancing cultural understanding among leaders through engaging with the Australian Institute of Aboriginal and Torres Strait Islander Studies to equip staff and leaders with tools to support a culturally diverse workplace. This initiative is crucial as it equips our leaders with the necessary tools to support a culturally diverse workplace,

ensuring our services are respectful, inclusive, and responsive to the needs of Aboriginal and Torres Strait Islander peoples.

We are constantly exploring ways to introduce diverse ways to meet and discuss Carer business in more culturally appropriate ways by introducing the “yarning mat” and yarning circles, providing cultural supervision and supporting Aboriginal and Torres Strait Islander staff in balancing their unique roles.

Through our Innovate RAP, Carers SA is dedicated to creating a culturally safe and inclusive environment for all. We believe that by working together, we can achieve meaningful reconciliation and better support for unpaid Carers who identify as Aboriginal or Torres Strait Islander.



Carers SA Reconciliation Working Group

The Reconciliation Working Group plays a central role in guiding and implementing Carers SA's Innovate RAP and will continue to oversee the development, delivery, and monitoring of RAP commitments, ensuring that reconciliation is embedded across all areas of the organisation.

The Reconciliation Working Group is comprised of 2 Aboriginal and Torres Strait Islander representatives also supported by the Aboriginal Community Team, with 2 RAP Champions, one from the Executive Leaders Team and People and Culture and staff from various departments, to ensure a whole-of-organisation approach to Reconciliation. As the Reconciliation Working Group further develops our vision is to embrace membership with Aboriginal and Torres Strait Islander partners.

The Reconciliation Working Group will continue to advocate for policies, practices and truth telling that support reconciliation and cultural safety. This includes identifying and addressing systemic barriers, promoting equity and ensuring Carers SA services are culturally appropriate and responsive.

MEMBER OF CARERS SA RECONCILIATION WORKING GROUP

Catherine Cunningham, RAP Champion, Executive Member and RAP Champion, Helen Brown, Amy Cox, Tania Bury, Onome Okorotete, Amy Walter, Natalia Kerrilee.

MESSAGE FROM CARERS SA ABORIGINAL COMMUNITY TEAM

The Aboriginal Team commits to driving continued progress in raising cultural awareness and promoting educational learning by supporting Carers SA's Innovate RAP. Future initiatives focus on:

- Enhancing cultural training and understanding across the organisation.
- Expanding engagement opportunities to ensure Aboriginal Carers feel supported and heard.
- Strengthening partnerships with community organisations to build capacity and improve service accessibility.

Through these efforts, the Carers SA Aboriginal Team leads meaningful change, ensuring that First Nations Carers receive the recognition, respect, and support they deserve.

Lived Experience - Carer Story

WALKING AND HEALING TOGETHER – RAP

The RAP is vital and important work, it cannot be a tick box. It is about making real and meaningful changes, a commitment to action, learning and listening to those who have lived experience. This helps Carers SA staff and leaders continue to understand Aboriginal Carers and what we need. A RAP brings people together from all walks of life, it unites us with a shared purpose both personally and professionally.

Over the time we have been supported and engaged with Carers SA they have listened to our story and our lived experiences. Carers SA staff have a deep empathy and a strong commitment to making a difference. We have been invited to share our ideas to improve services for our Mob and these have been listened to. We see the great impact in having Aboriginal staff and Team at Carers SA, as well as the creation of the Aboriginal Carer video and First Nations Carer Panel. These are ways that we have seen Carers SA's commitment, through listening to our lived experience as Aboriginal Carers - this is what builds trust.

We hope this new Innovate RAP continues to be testament to the power of unity, knowledge sharing and open conversations. This shows us all that when we listen to and learn from each other, when we walk with families and community, we can create more inclusive services that are flexible and that meet the needs of Aboriginal Carers and the community.





Relationships

Building strong relationships with Aboriginal and Torres Strait Islander peoples is essential to our mission, enhancing our ability to provide inclusive, respectful and effective support to First Nation Carers, ensuring that everyone has the opportunity to be supported in their Caring role.



ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	February 2026	Marketing & Community Engagement Executive <i>Supported by RAP Champion P&C</i>
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	February 2026	Marketing & Community Engagement Executive <i>Supported by RAP Champion P&C</i>
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	27 May – 3 June 2026 and 2027	Reconciliation Working Group lead <i>Supported by Aboriginal Community Team</i>
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2026 and 2027	Reconciliation Working Group <i>Supported by Community Engagement Team and Aboriginal Community Team</i>
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2026 and 2027	Chief Executive Officer
	Organise at least one NRW event each year.	27 May – 3 June 2025 – 2027	Chief Executive Officer <i>Supported by the RWG</i>
	Register all our NRW events on Reconciliation Australia's NRW website: www.reconciliation.org.au/our-work/national-reconciliation-week/	May 2026 and 2027	Community Engagement Team <i>Supported by RAP Champion P&C</i>
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	November 2025	Chief Executive Officer <i>Supported by RAP Champion P&C</i>
	Communicate our commitment to reconciliation publicly.	October 2025	Chief Executive Officer <i>Supported by Marketing and Comms Manager</i>
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	March 2026	Marketing & Community Engagement Executive <i>Supported by RAP Champion P&C</i>
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	July 2026	Reconciliation Champions



Relationships



ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to Carers across the state through the Carers SA annual Carers newsletter.	November 2025	Marketing & Community Engagement Executive <i>Supported by RAP Champion P&C</i>
	Communicate our commitment to reconciliation to staff and visitors by displaying an Acknowledgement of Country in the reception area.	November 2025	Marketing & Community Engagement Executive <i>Supported by RAP Champion P&C</i>
4. 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.	March 2026	Executive Manager People and Culture <i>Supported by RAP Champion P&C</i>
	Develop, implement and communicate an anti-discrimination policy for our organisation.	October 2025	Executive Manager People and Culture
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	September 2025	Executive Manager People and Culture <i>Supported by Aboriginal Community Team members</i>
	Educate senior leaders on the effects of racism.	October 2025	Executive Manager People and Culture <i>Supported by RAP Champion</i>
5. To embed the Aboriginal Carer Panel that will listen to the voices of Aboriginal and Torres Strait Islander Carers, ensuring their insights and experiences shape and improve services and outcomes.	Continue to identify and invite Aboriginal and Torres Strait Islander Carers to join the Panel.	April 2026	Marketing & Community Engagement Executive <i>Supported by RAP Champion</i>
	Conduct quarterly meetings to gather feedback and discuss key issues affecting Aboriginal and Torres Strait Islander Carers.	March, June, September and December 2026 and 2027	Marketing & Community Engagement Executive <i>Supported by RAP Champion</i>
	Develop and implement initiatives based on the panel's insight and feedback that enhance outcomes and awareness for Aboriginal Carers.	July 2026 July 2027	Marketing & Community Engagement Executive <i>Supported by RAP Champion</i>



Respect

We take pride in the rich and diverse cultures and histories of Aboriginal and Torres Strait Islander peoples. By respecting and celebrating these cultures, we acknowledge their invaluable contributions to our society and community. This pride is reflected in our commitment to creating an inclusive environment where all Carers feel respected and valued.



ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
6. 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.	March 2026	Executive Manager People and Culture
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	March 2026	Reconciliation Champion, Project Manager P&C <i>Supported by People and Culture</i>
	Develop, implement and communicate a cultural learning strategy document for our staff.	April 2026	Executive Manager People and Culture <i>Supported by RAP Champion, Project Manager P&C</i>
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	September 2026 and September 2027	Executive Manager People and Culture <i>Supported by RAP Champion, Project Manager P & C</i>
	Roll-out formal training Cultural Respect and Awareness training (level 1) to all new staff as part of Induction to Carers SA.	November 2025 and November 2026	Executive Manager People and Culture <i>Supported by RAP Champion, Project Manager P&C</i>
	Commit to explore Cultural Respect and Awareness training (level 2) to existing staff annually.	November 2025 and November 2026	Executive Manager People and Culture <i>Supported by RAP Champion, Project Manager P&C</i>
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2025 and December 2026	Reconciliation Champion, Project Manager P&C <i>Supported by RWG</i>
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	November 2025	Reconciliation Champion, Project Manager P&C <i>Supported by Executive Leadership Team</i>
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	November 2025 and November 2026	Chief Executive Officer <i>Supported by RAP Champion, Project Manager P&C</i>



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7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	October 2025	Chief Executive Officer <i>Supported by</i> Executive Leadership Team
8. 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.	First week in July, 2026 and 2027	Chief Executive Officer <i>Supported by</i> Executive Leadership Team
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	March 2026	Executive Manager People and Culture <i>Supported by</i> RAP Champion, Project Manager P&C
	Promote and encourage participation in external NAIDOC events to all staff.	June 2026 and 2027	Chief Executive Officer <i>Supported by</i> RAP Champion, Project Manager P&C
	Host an annual internal NAIDOC week celebration event that explores and celebrates Aboriginal and Torres Strait Islander culture.	June 2026 and 2027	Reconciliation Working Group lead <i>Supported by</i> Aboriginal Community Team members
9. Promote truth-telling about the histories and experiences of Aboriginal and Torres Strait Islander peoples.	Facilitate quarterly "Gather and Grow" sessions where staff and community members can gather to explore and discuss the histories, cultures, and experiences of Aboriginal and Torres Strait Islander peoples.	June 2025 - 27	Reconciliation Working Group lead <i>Supported by</i> Aboriginal Community Team members
	Host annual "Truth and Culture sessions" featuring guest speakers, that highlight historical truths and lived experiences.	January 2026 and January 2027	Reconciliation Working Group lead <i>Supported by</i> Aboriginal Community Team members

Opportunities

At Carers SA we are dedicated to ensuring that our systems and processes are accessible to all. By removing barriers and promoting inclusivity, we enable Aboriginal and Torres Strait Islander staff and Carers to fully participate in and benefit from the work we do and the services we deliver.



Our commitment to the Actions below reflects our dedication to reconciliation and our belief in the importance of creating a more equitable and inclusive community.

Focus area: Carers SA align with our strategic direction of fostering inclusive growth and support for Carers. By empowering Carers, we enhance the well-being of individuals and families, which is central to our mission of creating supportive and service and outcomes.

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	November 2025 and 2026	Executive Manager People and Culture <i>Supported by</i> RAP Champion, Project Manager P&C
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	February 2026	Executive Manager People and Culture
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	March 2026	Executive Manager People and Culture
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	February 2026	Executive Manager People and Culture
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	March 2026	Executive Manager People and Culture <i>Supported by</i> RWG
11. 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.	September 2025	Executive Manager Finance & Corporate Services <i>Supported by</i> RWG
	Investigate Supply Nation membership.	September 2025	RAP Champions, <i>Supported by</i> RWG

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ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	November 2025 and November 2026	Executive Manager Finance & Corporate Services
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	September 2026	Executive Manager Service Delivery, Executive Manager Finance & Corporate Services
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	December 2025 and December 2026	Executive Manager Service Delivery, Executive Manager Finance & Corporate Services
	Conduct annual reviews of procurement activities to assess engagement with Aboriginal and/or Torres Strait Islander businesses, and report findings in internal RAP progress updates.	July 2026 and July 2027	Manager Finance & Corporate Services <i>Supported by RAP Champions</i>



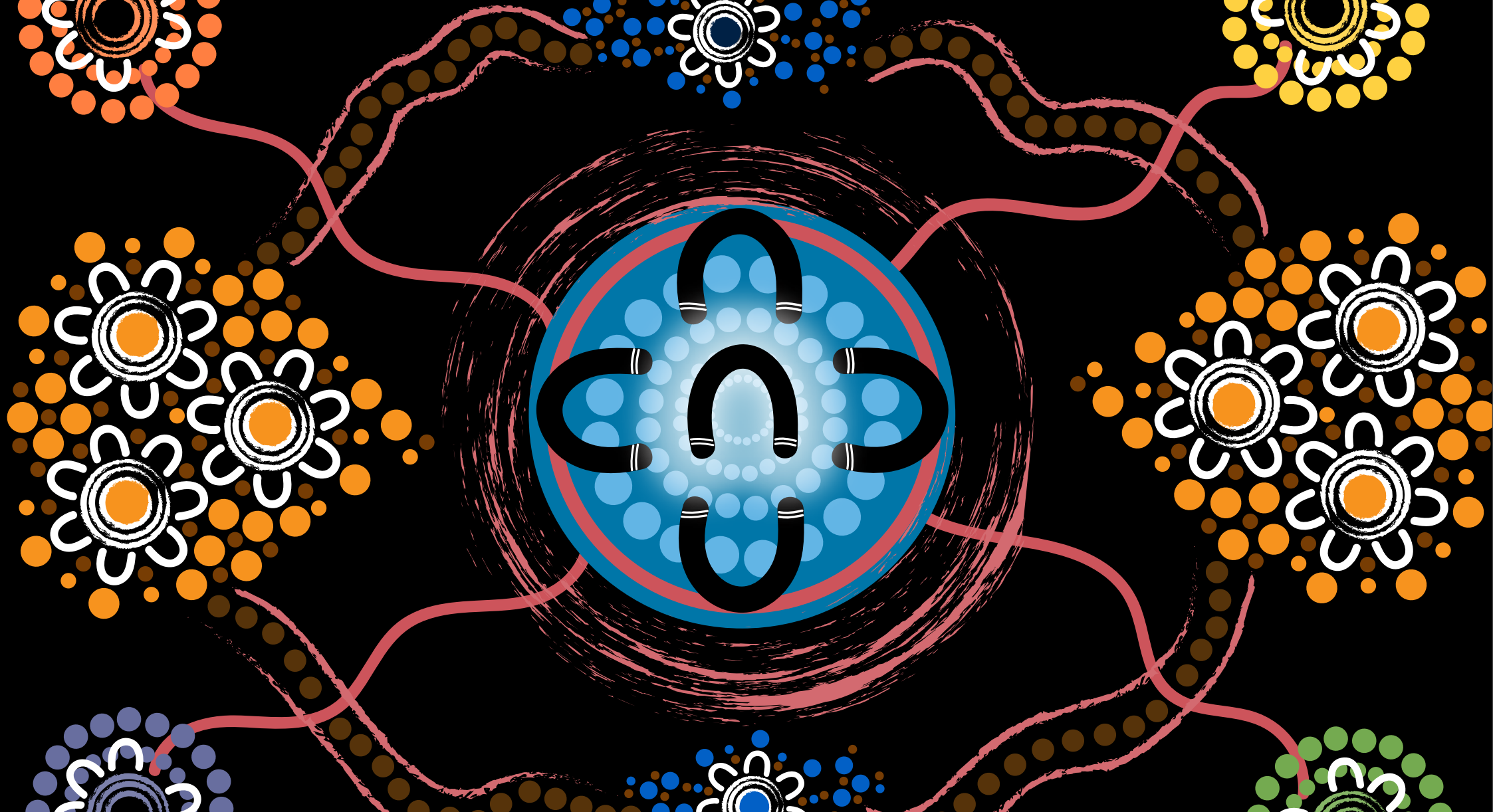
ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	September, November 2025, January, March, May, July, September, November 2026 and 2027	Reconciliation Champion, Project Manager <i>Supported by RWG</i>
	Establish and apply a Terms of Reference for the RWG.	September 2025	Reconciliation Champion, Project Manager P&C
	Meet as required to drive and monitor RAP implementation.	September, November 2025, January, March, May, July, September, November 2026 and 2027	Reconciliation Champion, Project Manager P&C
13. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	September 2027	Reconciliation Champion, Project Manager P&C
	Engage our senior leaders and other staff in the delivery of RAP commitments.	September 2025 – September 2027	Reconciliation Champions, <i>Supported by RWG</i>
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	September 2025 – September 2027	Reconciliation Champion, Project Manager P&C <i>Supported by Senior Leader RAP Champion</i>
	Maintain an internal RAP Champion from senior management.	September 2025	Executive Leadership Group
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2026 and June 2027	Reconciliation Champion, Project Manager P&C
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey Me.	September 2025, September 2026, September 2027.	Reconciliation Champion, Project Manager P&C



Governance



ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2025, September 2026, September 2027.	Reconciliation Champion, Project Manager P&C
	Report RAP progress to all staff and senior leaders quarterly.	September 2025, January, April, July and September 2026 and 2027	Reconciliation Champion, Project Manager P&C <i>Supported by Senior Leader RAP Champion</i>
	Publicly report our RAP achievements, challenges and learnings, annually.	September 2026 September 2027	Reconciliation Champion, Project Manager P&C <i>Supported by Senior Leader RAP Champion</i>
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	September 2026	Reconciliation Champion, Project Manager P&C <i>Supported by Senior Leader RAP Champion</i>
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	September 2027	Reconciliation Champion, Project Manager P&C <i>Supported by Senior Leader RAP Champion</i>
15. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP: rap.reconciliation.org.au/s/registration	July 2027	Chief Executive Officer <i>Supported by Reconciliation Champion, Project Manager P&C</i>



CONTACT

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