

# 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.

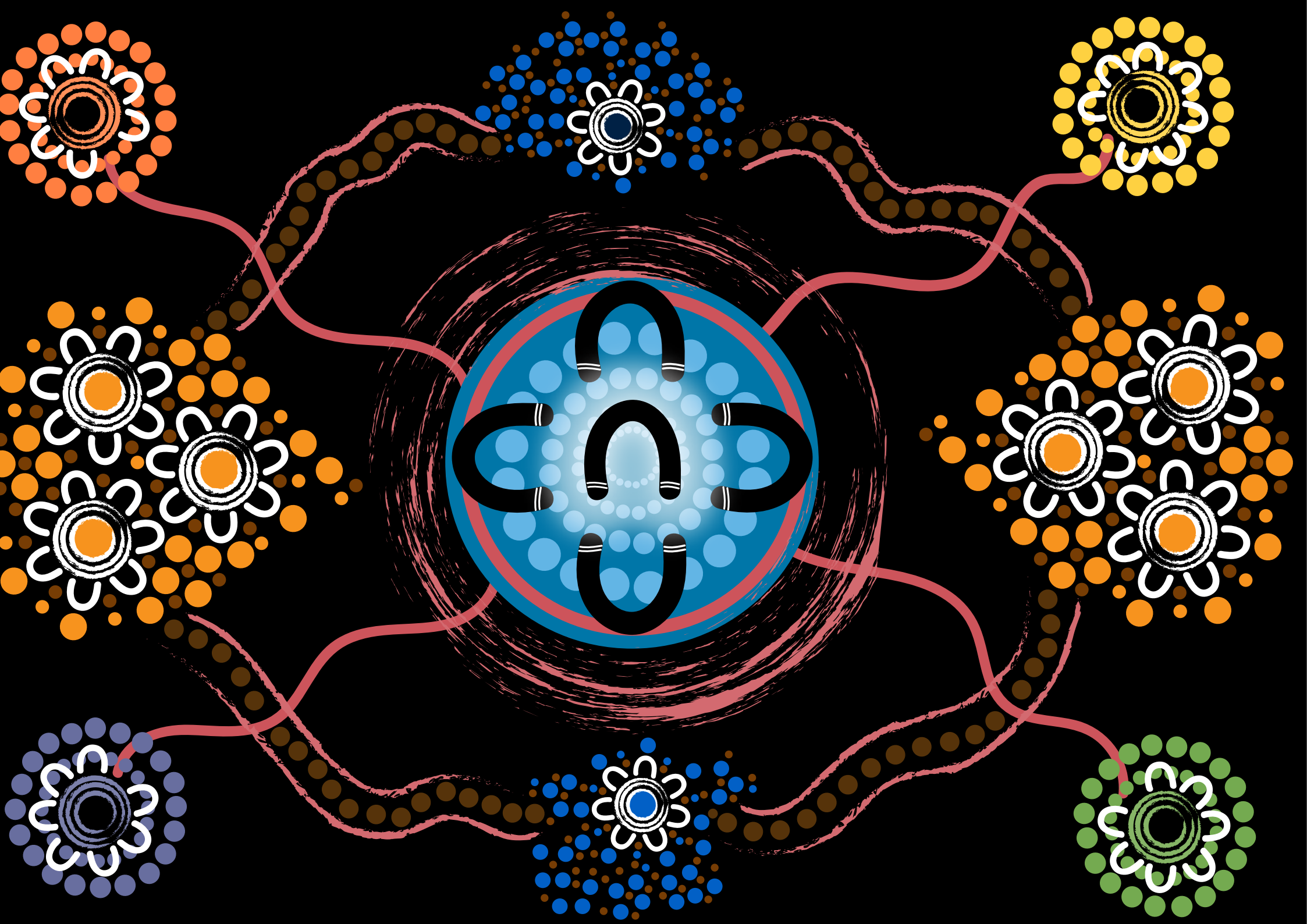
We pay our deepest respects to Elders past and present, and we honour the enduring connection that Aboriginal and Torres Strait Islander peoples have to Country, culture, and community.

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.











# 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.



















# 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
<b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	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</i> RAP Champion P&C
	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</i> RAP Champion P&C
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	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</i> Aboriginal Community Team
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2026 and 2027	Reconciliation Working Group <i>Supported by</i> Community Engagement Team and Aboriginal Community Team
	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</i> the RWG
	Register all our NRW events on Reconciliation Australia's NRW website: <a href="http://www.reconciliation.org.au/our-work/national-reconciliation-week/">www.reconciliation.org.au/our-work/national-reconciliation-week/</a>	May 2026 and 2027	Community Engagement Team <i>Supported by</i> RAP Champion P&C
<b>3. Promote reconciliation through our sphere of influence.</b>	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	November 2025	Chief Executive Officer <i>Supported by</i> RAP Champion P&C
	Communicate our commitment to reconciliation publicly.	October 2025	Chief Executive Officer <i>Supported by</i> Marketing and Comms Manager
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	March 2026	Marketing & Community Engagement Executive <i>Supported by</i> RAP Champion P&C
	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
<b>3. Promote reconciliation through our sphere of influence.</b>	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&amp;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&amp;C</i>
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	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&amp;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>
<b>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.</b>	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
<b>6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	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&amp;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 &amp; 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&amp;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&amp;C</i>
<b>7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	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&amp;C</i>



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7. <b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	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. <b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	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. <b>Promote truth-telling about the histories and experiences of Aboriginal and Torres Strait Islander peoples.</b>	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
<b>10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	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
<b>11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	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
<b>11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	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>



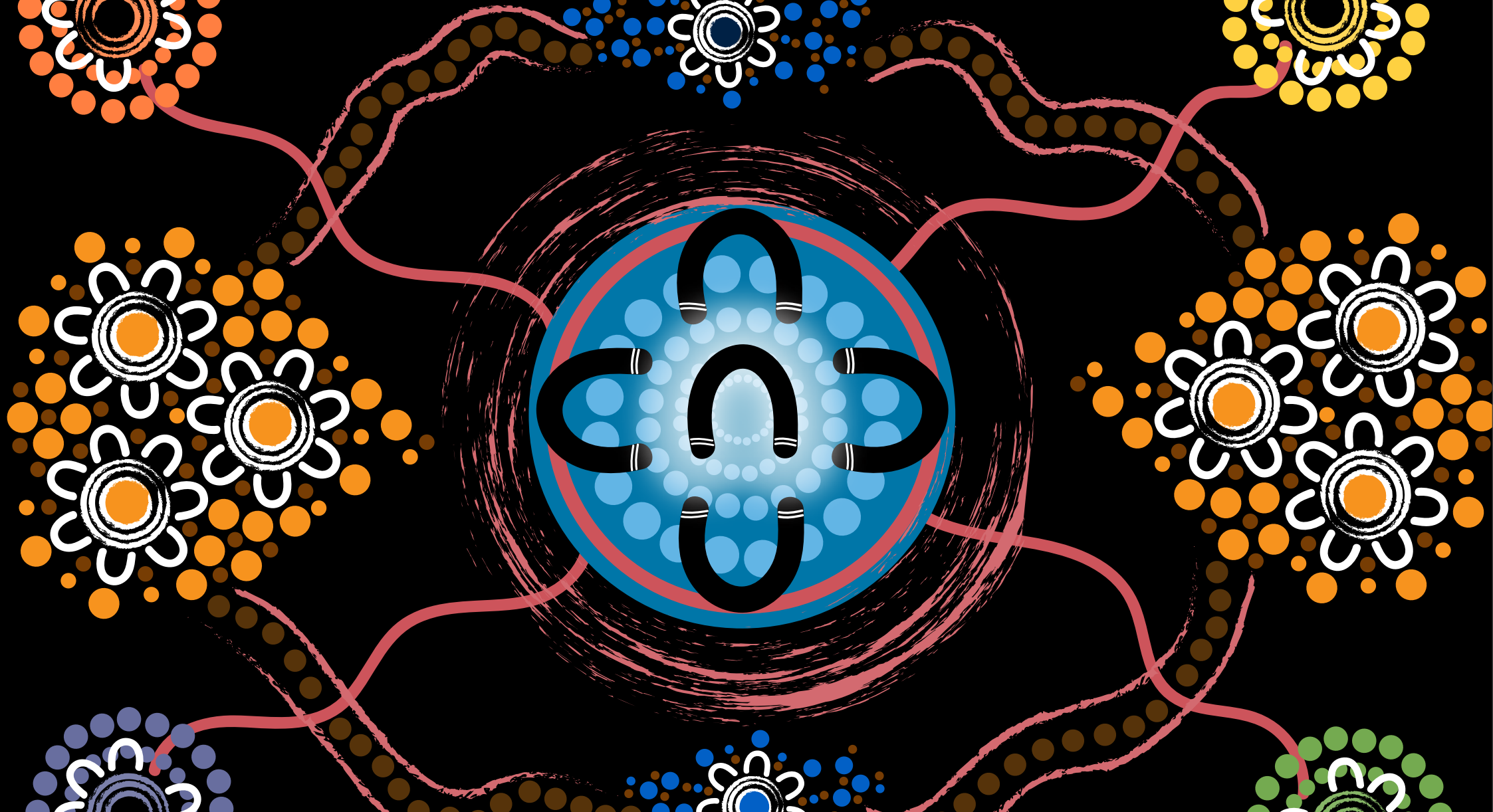
ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
<b>12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.</b>	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	September, November 2025, January, March, May, July, September, November 2026 and 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
<b>13. Provide appropriate support for effective implementation of RAP commitments.</b>	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
<b>14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	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.	September 2025, September 2026, September 2027.	Reconciliation Champion, Project Manager P&C



## Governance



ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
<b>14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	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>
<b>15. Continue our reconciliation journey by developing our next RAP.</b>	Register via Reconciliation Australia's website to begin developing our next RAP: <a href="http://rap.reconciliation.org.au/s/registration">rap.reconciliation.org.au/s/registration</a>	July 2027	Chief Executive Officer <i>Supported by Reconciliation Champion, Project Manager P&amp;C</i>



## CONTACT

**Catherine Cunningham**  
*Project Manager, RAP Champion*

0433 455 767

[catherine.cunningham@carerssa.com.au](mailto:catherine.cunningham@carerssa.com.au)