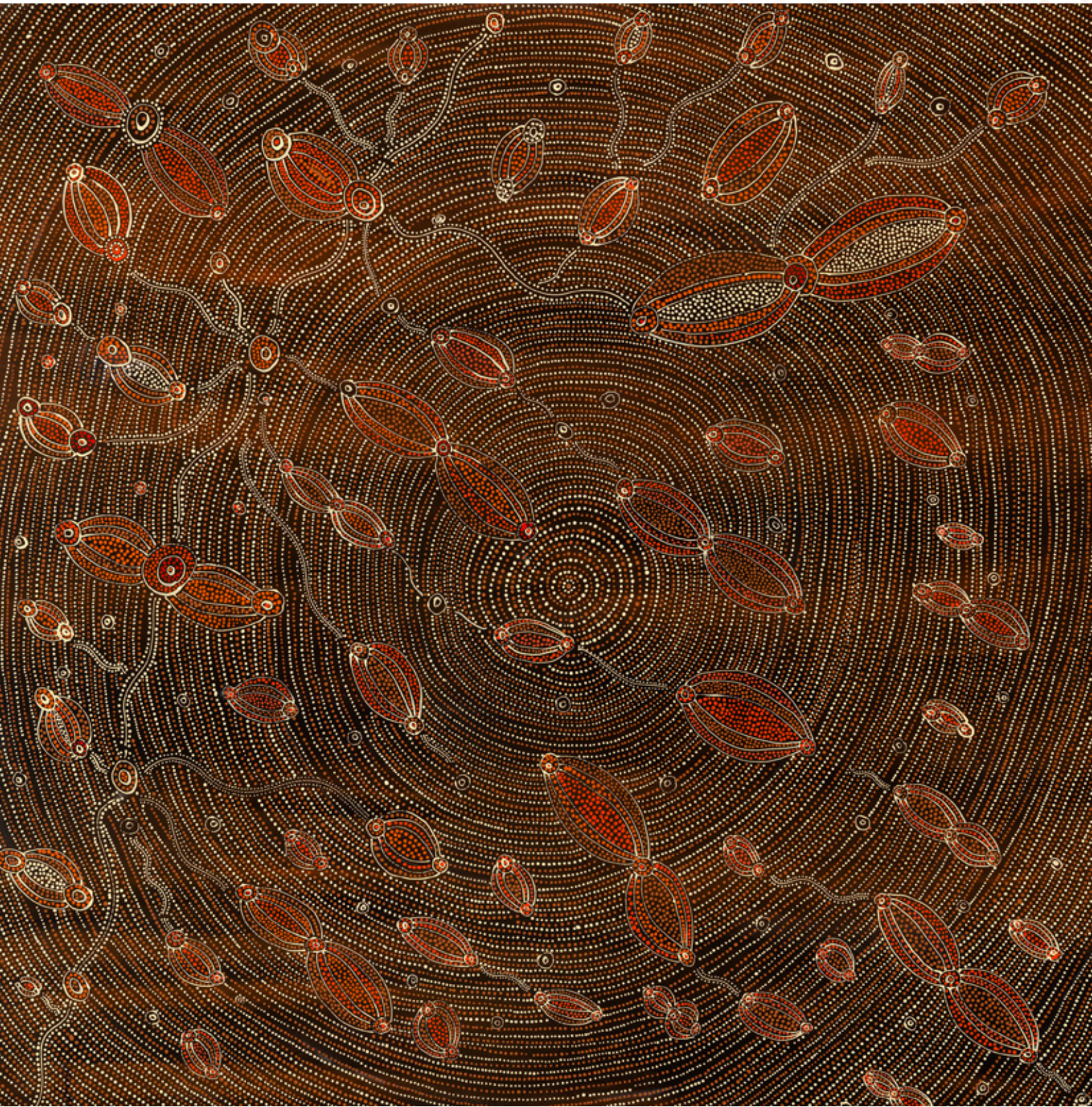


Reflect Reconciliation Action Plan

November 2020 – April 2022



Acknowledgement of Country

Silver Chain Group acknowledges the Traditional Owners of the Lands on which our business operates throughout Australia. We pay our respects to their Elders past, present and emerging.

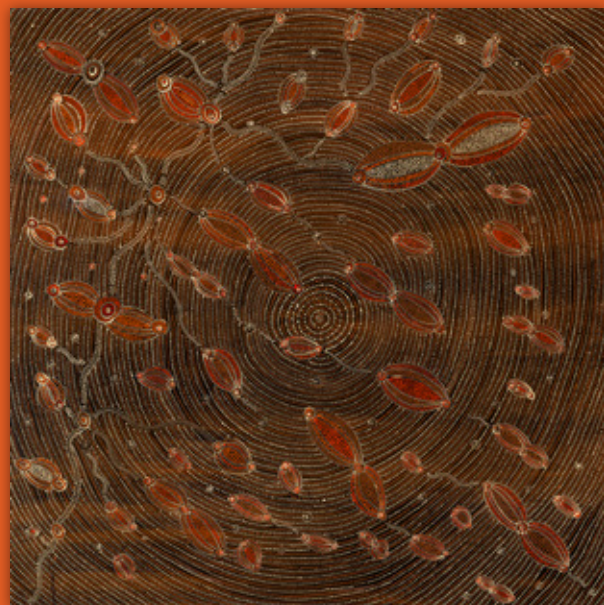
Artwork and Artist

The painting on the cover page and featured in this document is titled **'Seed Pod Dreaming'** by artist **Micky Barlow**. This original work, purchased in 2019, is currently on display at our Collinswood office in South Australia. The Silver Chain Group is proud to have this artwork, as well as permission to use it in a variety of ways to help reinforce Silver Chain's commitment to Aboriginal and Torres Strait Islander peoples, and our journey of reconciliation.



About the Artist

Micky Barlow is a Kokatha woman, Aboriginal contemporary artist and basket weaver. Micky grew up in the beautiful Clare Valley and currently works from her studio space in the picturesque McLaren Vale wine region. Stylistically, Micky uses traditional dot work in her paintings, incorporating symbols and colours passed down from her grandmother and mother. Her works include acrylics on canvas, wood burning (or 'Punu' work) on timber and basket weaving using raffia, natural fibres and grasses. Micky's art comes from the heart; she paints her country, family and the issues that impact Aboriginal people and families today.



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 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.

Women's Ceremony

Women's Ceremony is on display in the foyer of our office in Perth, Western Australia. It represents women travelling across the country with traditional iconography. Concentric circles represent sacred women's sites, while the patterns coming from these circles depict the women travelling from sacred site to sacred site. Women's body paint designs and bush tucker often feature throughout the artist's artworks.



About the Artist

Nellie Marks Nakamarra grew up in Central Australia, as part of a celebrated school of painting developed at Papunya (Northern Territory) in the early 1970s. Nellie's work has a spaciousness that distinguishes her painting style from the traditional paintings of her country. Her art focuses on the music and dance of women and continues the tradition of painting aspects of the desert with ceremonial significance. Nellie's strong aesthetic combines rich and earthy with bright and contemporary colours.



River of Life

'River of Life' is depicted across two canvasses and is on display in the foyer of our office in Wollongong, New South Wales. The paintings represent our journey of life, from the start through to the end. The pair of hands express the beginning of life; and the concentric circles mark the start of significant times in life. The blue river represents all the directions of life, while the different shapes are the people in our life's journey and our loved ones. Eucalyptus plants represent the healing of the spirit.



About the Artists

Sisters **Lorraine Brown** and **Narelle Thomas** are Yuen/Jerrinjah women who were born in Bega. Lorraine is the premier artist of the Coomaditchie United Aboriginal Corporation in Wollongong. The sisters have been collaborating on paintings for many years, with Lorraine completing the finer work while Narelle

fills in the details. Lorraine's choice of bold colours reflects her coastal upbringing with 'east coast, saltwater people'.



Message from our **Chief Executive**

Now, and always, Silver Chain Group recognises that Aboriginal and Torres Strait Islander peoples are Australia's Traditional Owners and Custodians of the lands on which we work. We pay our respects to their Elders past, present and emerging.

I am honoured by the steps that Silver Chain Group is making on our journey of reconciliation. We have made progress over the past two years and, being a trusted organisation with a national presence, we can bring about much more significant and meaningful change.

The Silver Chain Group is committed to working in partnership with Aboriginal and Torres Strait Islander peoples to enhance understanding among our staff, and to create mutually beneficial opportunities with the communities in which we live and operate. Importantly, we are committed to working collaboratively with Aboriginal and Torres Strait Islander peoples in support of improving the health and access to high quality health and aged care services of all Aboriginal and Torres Strait Islander peoples.

These are more than words. Our Reconciliation Action Plan and the ongoing work of the Silver Chain Group, questions how we can make reconciliation part of everything we do in order to create a just, equitable and reconciled nation.

I believe that we must all embrace the opportunity and responsibility to work together – for our staff, our clients and our communities – towards a reconciled Australia and will lead this change at the Silver Chain Group.

Dale Fisher Chief Executive
Silver Chain Group

Our Business

The Silver Chain Group Limited (Silver Chain), incorporates Silver Chain, Royal District Nursing Services (RDNS) and Access Care Network Australia (ACNA).

While Silver Chain Group predominantly provides care in the home of clients, it also has a number of physical premises including service delivery centres, social centres, nursing clinics, remote nursing posts and offices. These are located across Western Australia, South Australia, New South Wales, Queensland and Victoria, with our head office located at 6 Sundercombe St, Osborne Park WA 6017.

Silver Chain is a leading community-based health and aged care provider in Australia with 4,000 staff and volunteers providing more than 2 million hours of care to more than 105,000 clients each year.

Our philosophy is to enable clients of all ages, the best possible quality of life,

the confidence to live as they choose and the opportunity to stay at home for as long as possible when their care needs change. We focus on individual strengths and abilities and offer our support and guidance where needed.

Silver Chain services include specialist nursing, palliative care, home care and support services, home hospital and allied health services, such as physiotherapy, podiatry and speech pathology. We also have a range of equipment including personal alarms and other technology-based support to assist clients of all ages.

Recording the diversity details of our employees and volunteers is being progressed through the implementation of this RAP, to enable Silver Chain to recognise and support the depth and breadth of diversity across our workforce and the value this brings to our organisation.

Our RAP

Silver Chain Group Limited (Silver Chain), has developed a Reconciliation Action Plan to formalise our strategy and commitment to reconciliation.

From staff education, promoting through our sphere of influence, reviewing our policies and procedures, and working in partnership with Aboriginal and Torres Strait Islander peoples, stakeholders and organisations, we have identified several initiatives that will be implemented over the duration of the Reflect RAP.

Our Executive RAP Committee, RAP Champions and identified working groups will ensure Silver Chain achieves the deliverables both now and into the future. In support of Silver Chain's commitment, the Aboriginal Services

Policy has been endorsed to ensure inclusive, consistent, equitable and accessible services for Aboriginal and Torres Strait Islander peoples.

This is based upon a comprehensive understanding of and respect for the unique culture, kinship, community, country and leadership that underpins the lives of Aboriginal and Torres Strait Islander peoples, as well as the challenges and barriers they may face in accessing services they need.

Furthermore, a review and update of information in the client 'My Guide', will be undertaken, ensuring Aboriginal and Torres Strait Islander cultural sensitivities have been considered.

Overview of Committees and Working Groups

Executive RAP Committee

The Executive RAP Committee will drive implementation of the Reconciliation Action Plan through specifically tasked working groups and Silver Chain teams. With minimum quarterly meetings, the role of the Executive RAP Committee will be to provide oversight and monitor the 2020-2022 RAP, as well as discuss and agree upon solutions in order to maintain progress.

The Executive RAP Committee are providing oversight of the identified actions and deliverables, ensuring these are allocated with specific timelines and action owners (either by position title and/or working group), as these are planned for implementation. This will be monitored within the periodical Executive RAP Committee meetings via agreed action plans.

RAP Champions

The Executive RAP Committee participants will also lead the organisation as RAP Champions, raising the profile of reconciliation as an organisational priority internally and externally. The RAP Champions will lead by example by actioning the commitments in the RAP.

Working Groups

The working groups will be identified through the Executive RAP Committee to deliver on key RAP initiatives within agreed timeframes. Participants may be role or team oriented or grouped by way of skill set to ensure identified RAP initiatives are achieved.

Our Journey

In 2017, the Silver Chain Group initiated the process of developing its first Reconciliation Action Plan (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.

Through this RAP, the Silver Chain Group achieved the following:

- o Ongoing commitment from the Silver Chain Group Executive to reconciliation and a refreshed RAP
 - RAP Champions from the initial RAP Committee driving internal engagement and awareness of the RAP:
- o RAP Committee members providing ongoing support and advocacy for RAP activities, including representation from external Aboriginal and Torres Strait Islander peoples community members as follows:


- Aboriginal Services Advisor	- Country Regional Manager
- Care Team Leader	- Director Clinical Operations
- Community Manager	- Group Manager, HR Services
- Consumer Advocates	- Quality Business Partner
- Consumer Partnership Manager	- Registered Nurse
- Consumer Partnership Officer	- Senior Aboriginal Service Consultant
- o Celebration of National Reconciliation Week
- o Information about our commitment to reconciliation in the staff induction program
- o Awareness and promotion of NAIDOC Week, including community events in local areas and RAP Committee Member participation in external events

- o Raised understanding of the meaning and significance of Acknowledgement of Country and Welcome to Country protocols
- o Displayed Aboriginal and Torres Strait Islander artwork in locations in Western Australia and South Australia
- o Displayed Aboriginal and Torres Strait Islander flags at all sites


Like our first RAP, our 2020-2022 Reflect RAP follows Reconciliation Australia's well-established four core pillars; **relationships, respect, opportunities** and **governance and reporting**.

As described by Reconciliation Australia, our current and previous RAPs are known as 'Reflect RAPs' as they've set out the steps we have and plan to take to prepare our organisation for reconciliation initiatives in successive RAPs. Silver Chain's commitment to a second Reflect RAP allows us to spend further time scoping and developing relationships with Aboriginal and Torres Strait Islander stakeholders, deciding on our vision for reconciliation and exploring our sphere of influence, before committing to specific actions or initiatives. As our reconciliation journey progresses, this process helps Silver Chain to produce future RAPs that are meaningful, mutually beneficial and sustainable.

Silver Chain Group's actions supporting reconciliation throughout 2020 - 2022


 Relationships			
Action	Deliverable	Timeline	Responsibility
1. Promote positive race relations through anti-discrimination strategies	- Research best practice and policies in areas of race relations and anti-discrimination.	December 2020	Executive Director, People and Culture
	- Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	March 2021	Group Manager, HR Services
2. Through our sphere of influence, promote reconciliation and the RAP to all Silver Chain Group employees and key stakeholders	- Communicate our commitment to reconciliation to all our people.	November 2020	Director, Strategic Communications
	- Launch the RAP and include key community stakeholders.	November 2020	Director, Strategic Communications
	- Make the RAP available to staff and visitors at all our sites, by placing in common areas, reception and waiting rooms.	November 2020	Director, Strategic Communications
	- Include the RAP in the induction program.	December 2020	Group Manager, Group Capability
	- Publish the RAP on Silver Chain Group's website and intranet.	November 2020	Executive Director, Corporate Services
	- Identify external stakeholders that our organisation can engage with on our reconciliation journey.	December 2020	Executive Director, Health Care
3. Recognise excellence in the provision of health and aged community care to Aboriginal and Torres Strait Islander peoples.	- Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	February 2021	Executive Director, People and Culture
	- Establish and implement a process to recognise excellence in Aboriginal and Torres Strait Islander peoples health care and aged community care at the Best care Awards.	November 2020 (Including ongoing recognition for Best Care Awards annually)	Executive Director, People and Culture
4. Establish and maintain mutually beneficial local and national relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations	- Explore strategies in consultation with Aboriginal and Torres Strait Islander peoples that encourages participation on RAP consumer feedback and forums.	March 2021	Consumer Partnerships Manager
	- Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	March 2021	Executive Director, Corporate Services
	- Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	March 2021	Executive Director, People and culture

Action	Deliverable	Timeline	Responsibility
5. Implement the national Silver Chain Aboriginal Services Policy to support reconciliation	- Ratify and implement the Silver Chain Aboriginal Services Policy.	November 2020	Consumer Partnerships Manager
	- Communicate the Policy during the RAP launch.	November 2020	Director, Strategic Communications
	- Support learning about the Policy through the induction program.	January 2021	Group Manager, Group Capability
6. Promote the role of the Silver Chain Group in supporting the health of Aboriginal and Torres Strait Islander peoples	- Highlight the health support that the Silver Chain Group provides to Aboriginal and Torres Strait Islander peoples to our workforce internally, via newsletters, and externally, through social media and media releases.	June 2021	Director, Strategic Communications
7. Build relationships through celebrating National Reconciliation Week (NRW).	- Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	27 May - 3 June 2021	Director, Strategic Communications
	- Executive RAP Committee members to participate in an external NRW event.	27 May - 3 June 2021	Executive Director, People and Culture
	- Provide opportunity for staff members to participate in external NRW event/s.	27 May - 3 June 2021	Executive Director, People and Culture
	- Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2021	Executive Director, People and Culture
8. Evaluate the impact and needs of Aboriginal and Torres Strait Islander peoples within service delivery.	- As set out in the Aboriginal Services Policy, implement and maintain use of the Aboriginal Impact Statement Declaration and Checklist within the process for development of new and review of existing service delivery policies.	March 2021	Consumer Partnerships Manager
	- Identify and analyse locations of Aboriginal and Torres Strait Islander client residence to identify and prioritise Aboriginal and Torres Strait Islander Advisor positions and resources linked to funding availability.	March 2021	Executive Director, Corporate Services
	- In collaboration with Aboriginal and Torres Strait Islander stakeholders, develop a tailored and culturally sensitive service feedback survey method/s relating to services.	March 2021	Executive Director, People and Culture
	- Review and update information in My Guide ensuring Aboriginal and Torres Strait Islander cultural sensitivities have been considered.		
	- Develop strategies that will identify and respond to service access barriers within Aboriginal and Torres Strait Islander communities.		

 Respect			
Action	Deliverable	Timeline	Responsibility
1. Demonstrate respect for Aboriginal and Torres Strait Islander Peoples by observing cultural protocols	- Further increase staff understanding of the purpose and significance behind cultural protocols and customs, including Acknowledgement of Country and Welcome to Country protocols.	April 2021	Executive Director, People and Culture
	- Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	April 2021	Executive Director, Corporate Services
	- Include details of the Traditional Owners or Custodians of the lands and water across our national footprint into our new employee induction processes.	April 2021	Group Manager, Group Capability
	- Develop and implement a Welcome to Country and Acknowledgement of Country policy.	April 2021	Executive Director, People and Culture
	- Identify organisational events that are best fit for formal Welcome to Country.	April 2021	Director, Strategic Communications
	- Provide staff with tools that assist them to have culturally inclusive and respectful daily interactions with Aboriginal and Torres Strait Islander peoples, for example, the Welcome to Country Application for staff access and utilisation on their mobile device including basic cultural protocols that are specific to the communities we service.	June 2021	Executive Director, Corporate Services
2. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	- Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	Annually during NAIDOC Week (November 2020; July 2021)	Director, Strategic Communications
	- Introduce our staff to NAIDOC Week by promoting and participating in external events in our local area.	November 2020; July 2021	Director, Strategic Communications
	- Facilitate Executive RAP Committee participation in an external NAIDOC Week event.	November 2020; July 2021	Executive Director, People and Culture
	- Invite operational staff to share a client story about reconciliation in action within their services (staff or client focussed) at internal NAIDOC Week celebrations.	November 2020; July 2021	Director, Strategic Communications

Action	Deliverable	Timeline	Responsibility
3. Promote Aboriginal and Torres Strait Islander cultures at specific Silver Chain Group premises.	- Facilitate open displays of artworks at specific premises.	November 2020	Director, Strategic Communications
	- Establish permanent displays of the Aboriginal and Torres Strait Islander flags at all premises.	March 2021	Executive Director, Corporate Services
	- Display an Acknowledgement of Country Statement on the Silver Chain Group Website.	November 2020	Executive Director, People and Culture
	- Display the Acknowledgement of Country statement at identified premises.	January 2021	Executive Director, Corporate Services
	- Explore potential for incorporating Aboriginal and Torres Strait Islander artwork more prominently with our mobile workforce.	February 2021	Director, Strategic Communications
4. Increase organisational understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learnings.	- Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	October 2021	Executive Director, People and Culture
	- Conduct a review of cultural learning needs within our organisation.	October 2021	Executive Director, People and Culture
	- Consider ability to implement place-based cultural learning and the availability of appropriate place-based cultural training providers.	October 2021	Executive Director, People and Culture
	- Make available Aboriginal and Torres Strait Islander language guidance and tools to staff.	October 2021	Executive Director, Corporate Services
	- Review and update the provision of relevant tools and information that ensure cultural sensitivity relating to Health and Aged Community Care services.	October 2021	Executive Director, Corporate Services
5. Increase awareness and participation in Aboriginal and Torres Strait Islander events and activities throughout the year	- Develop and implement a Reconciliation intranet page for staff to source information.	February 2021	Director, Strategic Communications
	- Publish an annual calendar with identified events and activities for organisational participation, promotion and awareness on the intranet.	March 2021	Director, Strategic Communications
	- Maintain internal and external engagement to assure accuracy and suitability of information (induction content, staff flyers, community information on Aboriginal and Torres Strait Islander services).	August 2021	Executive Director, People and Culture

 Opportunities			
Action	Deliverable	Timeline	Responsibility
9. Improve employment opportunities for Aboriginal and Torres Strait Islander peoples	- Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	December 2021	Executive Director, People and Culture
	- Develop and implement an Aboriginal and Torres Strait Islander entry pathway such as a traineeship or medical student placement.	January 2022	Group Manager, Group Capability
	- Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	October 2021	Group Manager, HR Services
	- Increase the percentage of Aboriginal and Torres Strait Islander staff in the organisation.	April 2022	Executive Director, People and Culture
	- Advertise roles with an equal opportunity statement.	April 2022	Group Manager, HR Services
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	- Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	August 2021	Executive Director, Corporate Services
	- Investigate Supply Nation membership.	December 2021	Executive Director, Corporate Services
	- Increase the use of Aboriginal and Torres Strait Islander owned businesses for goods and services.	April 2022	Executive Director, Corporate Services

 Governance			
Action	Deliverable	Timeline	Responsibility
1. Establish and maintain an effective Executive RAP Committee to drive governance of the RAP.	- Executive RAP Committee to govern RAP implementation.	November 2020	Executive Director, People and Culture
	- Draft and obtain endorsement for Terms of Reference for the Executive RAP Committee.	December 2020	Executive Director, People and Culture
	- Establish Executive RAP Committee working group meetings quarterly.	December 2020	Executive Director, People and Culture
	- Establish Aboriginal and Torres Strait Islander representation on the Executive RAP Committee.	December 2020	Consumer Partnerships Manager
2. Provide appropriate support for effective implementation of RAP commitments	- Define appropriate systems and capability to track, measure and report on RAP commitments.	December 2020	Executive Director, Corporate Services
	- Define resource needs for RAP implementation.	December 2020	Executive Director, People and Culture
	- Allocate initiatives via the RAP Executive Committee to identified roles; working groups to ensure completion aligned to agreed timeframes.	January 2021	Executive Director, People and Culture
	- Engage senior leaders in the delivery of RAP commitments.	January 2021	Executive Director, People and Culture
3. Build accountability and transparency through reporting RAP achievements, challenges and learnings internally and externally.	- Publish the RAP report on the Silver Chain Group's website and intranet after Executive approval.	November 2020	Director, Strategic Communications
	- Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2021	Executive Director, People and Culture
	- Provide RAP updates on intranet, internal communications and external communications.	February 2021	Director, Strategic Communications
	- Provide an annual RAP report on reconciliation strategies to Executive.	November 2021	Executive Director, People and Culture
4. Continue our reconciliation journey by developing our next RAP.	- Register via Reconciliation Australia's website to begin developing our next RAP.	October 2021	Executive Director, People and Culture
	- Develop and publish the RAP on the Silver Chain Group website and intranet.	November 2021	Director, Strategic Communications
	- Submit RAP to Reconciliation Australia for formal endorsement.	December 2021	Executive Director, People and Culture



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