



# Innovate Reconciliation Action Plan

August 2022 - August 2024





## 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 effort 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.

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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 staff.

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 represent 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 design to reflect the purpose, values and story of organisations.

Charmaine Mumbulla, Creative Director, is a Kaurna and Narungga woman from South Australia. Her background is in arts, education and social justice law. As a professional digital artist, Charmaine has

carved out a space as a highly regarded creative professional and was recently named winner of the National NAIDOC Poster Competition for 2019. Charmaine 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.





# Our vision for reconciliation

Our vision for reconciliation is for 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.

Our vision aligns with Silverchain's Strategy Towards 2030 and is connected to our aspiration to create a better home care system for all Australians. We will achieve this through our unique value proposition as a national leader in complex health and aged care in the home. 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 system 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

We can engage even more meaningfully with the communities we serve, given our presence in our clients' homes and their communities as a trusted provider of complete health and aged care services.



Silverchain Group's Innovate Reconciliation Action Plan (RAP) 2022-2024 is an important moment in our 130 year history. While we have made some progress over the past three years with our previous RAP, we know we can engage even more meaningfully with the communities we serve, given our presence in our clients' homes and their communities as a trusted provider of complete health and aged care services.

For close to 130 years as a not-for-profit organisation, Silverchain Group has provided quality home care services to multiple generations of Australians, and today our 105,000 clients are supported by more than 4,400 employees across the country. Our aspiration is to create a better home care system for all Australians.

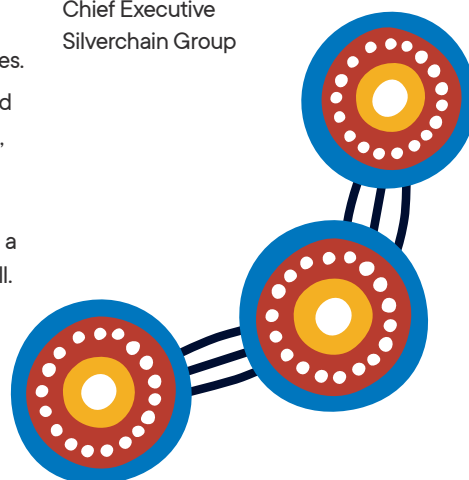
Our Innovate RAP gives us the opportunity to build towards this aspiration by improving the delivery of services in the community and building stronger relationships with Aboriginal and Torres Strait Islander peoples.

We recognise the disparities Aboriginal and Torres Strait Islander people face in health, wellbeing, social and economic equality within Australia. Only through working in partnership together can we contribute to a fair and equitable health care system for all.

Our human rights-based philosophy protects our clients' autonomy and supports their ability to make their own care choices. This is reflected in our RAP artwork by Kaurna and Narungga artist Charmaine Mumbulla. The three connected circles on the right edge of the artwork bring to life our commitment to Health. Human. Home. and reminds us of our individual and collective responsibilities of respect, dignity and healing for Australia's First Nations people.

Our vision for reconciliation is a fair and just health care system embedded in social justice for Aboriginal and Torres Strait Islander people and communities, in the pursuit of health equality and a united Australia. We are committed to delivering on the actions in this RAP and will continue to be guided by our First Nations communities.

**Dale Fisher**  
Chief Executive  
Silverchain Group





# Message from the CEO

## Reconciliation Australia

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey.



Reconciliation Australia commends Silverchain 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 Silverchain 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, Silverchain 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 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Silverchain is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Silverchain'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 Silverchain on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia





# About Silverchain

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

Silverchain is Australia's leading in home care specialist, providing health and aged care services to 105,000 clients a year. Silverchain has been trusted by Australians to deliver care that is differentiated by quality and safety for nearly 130 years.

We provide complete in home care services in Western Australia, South Australia, Victoria, Queensland and New South Wales, in partnership with our clients, as well as governments, primary health networks, local health districts, retirement communities, private companies, and hospitals and health services.

Silverchain aims to revolutionise the way care is provided and to transform the way it is

received. 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.

Our external accreditation and compliance status demonstrate our wide-ranging commitment to upholding and delivering care that is safe, personal, connected and effective – best care for every person, every time.

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

## Our reach

We provide services across Western Australia, South Australia, Victoria, New South Wales and Queensland. We:

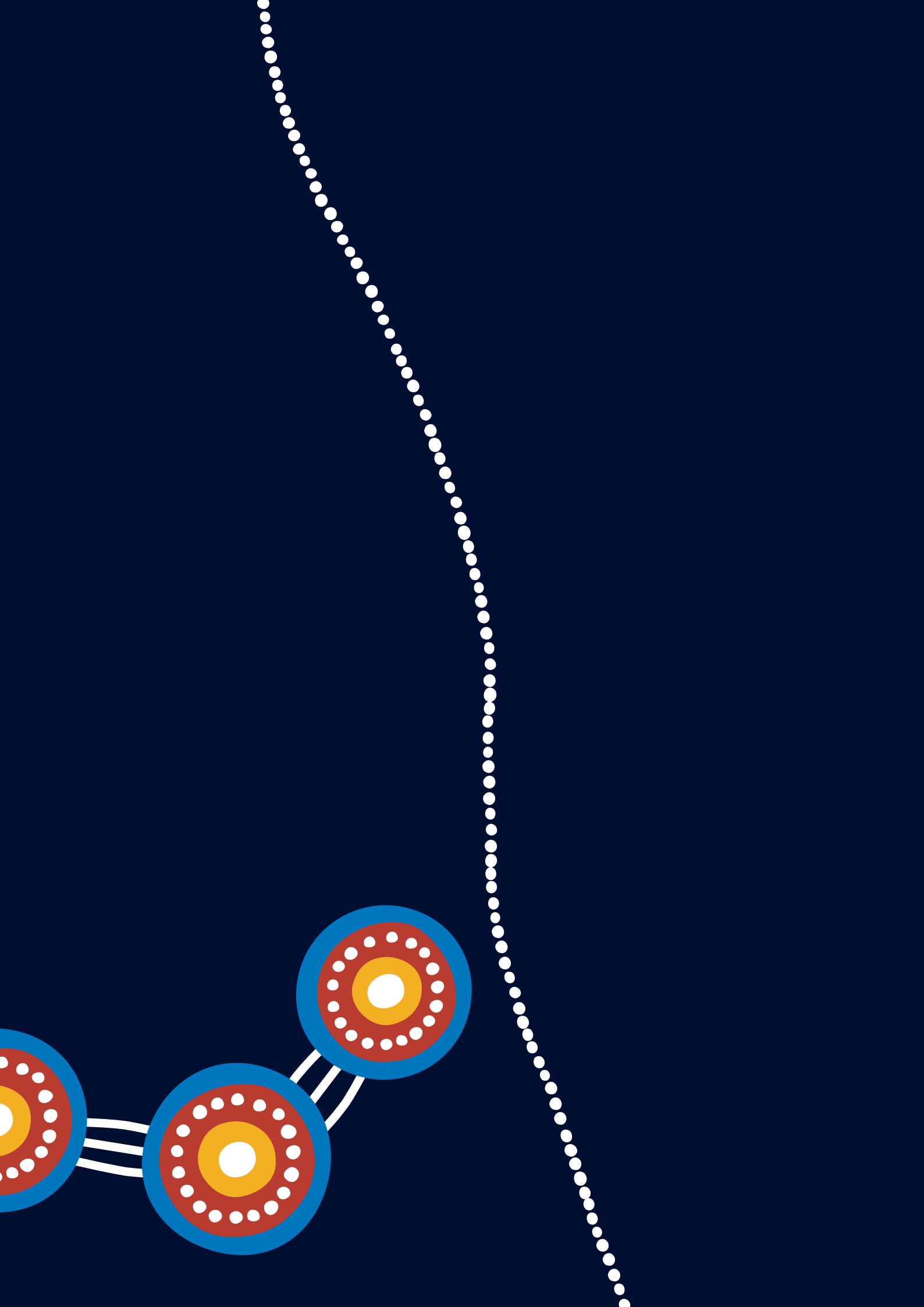
- work from 84 different locations across Australia
- employ more than 4,400 accomplished people
- provide more than 2.4 million hours of care each year
- work with 105,000 client each year.

From our earliest beginnings, we have always offered skilled and compassionate care services to vulnerable people in their own homes and communities. We have looked after Australians for nearly 130 years.

Recording the diversity details of our employees, including Aboriginal and Torres Strait Islander representation, is being progressed through the implementation of this RAP, to enable Silverchain to recognise and support the depth and breadth of diversity across our workforce and the value this brings to our organisation.

## In everything we do:

- We advocate for home care as a human right.
- We focus solely on care in the home.
- 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 RAP journey

Silverchain has developed a Reconciliation Action Plan (RAP) to formalise our strategy and commitment to 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 Reflect RAP November 2020 – April 2022 was launched as our second RAP for 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 the 18 months of the plan, the COVID-19 pandemic presented many challenges, however much was achieved, including:

- National Acknowledgment of Country, shared in communications and meetings internally and externally, via email, meeting agendas and minutes, published on the website and displayed within all client waiting areas nationally.
- Implementation of a National Aboriginal and Torres Strait Islander Services Policy, Impact Statement and procedure to ensure cultural impact formally considered in all policies.

- Additional cultural learning modules, including Celebrating Diversity - an award-winning learning module that forms part of our foundational learning unit was completed by the Silverchain workforce.
- Executive leadership of the RAP implementation.
- Development of our Aboriginal and Torres Strait Islander employee network, formally known as The Seed Pod.
- Becoming a member of the Diversity Council of Australia to support our commitment to a diverse and inclusive workplace.
- Aboriginal Elder Brian Butler shared his story and recently published book, 'Sorry and Beyond', with South Australian employees in November 2021.
- Participating in the Minderoo Foundation Indigenous Employment Index.

These achievements provide us with strong foundations as we move into our next RAP.

# Our RAP

Our RAP was developed through a co-design process with many stakeholders from across Silverchain's national reach.

Employees were engaged from multiple levels of the organisation including The Seed Pod (Aboriginal and Torres Strait Islander employee network), frontline care aides, registered nurses, coordinators and managers as well enabling functions within the business such as Consumer Partnerships, People and Culture, Procurement, Strategic Communications and Research.

From cultural appreciation, influencing reconciliation within the health sector, 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 our Innovate RAP.

Our principles in developing this RAP include:

## Human Rights

The Silverchain RAP is underpinned by a human rights framework to ensure that the minimum standards for the survival, dignity and wellbeing of Aboriginal and Torres Strait Islander peoples are maintained.

## Truth-telling

We need to acknowledge and promote awareness of the ongoing impacts of past actions which is essential to the process of reconciliation with Aboriginal and Torres Strait Islander peoples.

## Respect

Respect for Aboriginal and Torres Strait Islander peoples, communities and cultures is essential. We must incorporate the principle of free, prior and informed consent into the RAP to ensure Aboriginal and Torres Strait Islander people have the right to self-determination and to determine the outcomes of decisions that ultimately impact them.

## Healing

From an Aboriginal and Torres Strait Islander perspective, healing is a holistic process, which addresses mental, physical, emotional and spiritual needs and involves connections to cultures, family and Country.

## Relationships

We want to develop and maintain respectful and trusting relationships between Silverchain and Aboriginal and Torres Strait Islander peoples and communities.

## 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 Aboriginal and Torres Strait Islander people we employ and deliver services to.

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

The Seed Pod invites 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 objective of The Seed Pod is 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 delivering the RAP and improving health outcomes.
- Support strengthening the cultural competency of Silverchain and its services.
- Bring together collective knowledge that influences change, fosters partnerships and strengthens leadership.

The collective knowledge and experiences of the people we employ and serve are invaluable and advise us on our cultural priorities. The Seed Pod continue to engage with and work towards positive outcomes and ensure we have a diverse and inclusive workforce and culturally informed services and initiatives for First Nations clients.

We have high expectations of ourselves when it comes to fostering a world class inclusive culture and therefore, we must ensure that our Innovate RAP is reinforced with guidance from First Nations employees to keep us on track for the journey ahead.

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 Collinswood office in South Australia. Silverchain Group is proud to have this artwork, as well as permission to use it in a variety of ways to help reinforce

Silverchain's commitment to Aboriginal and Torres Strait Islander peoples and our journey of reconciliation.

'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 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.



# Overview of committees and working groups

## The Seed Pod

The Seed Pod works collaboratively with the RAP Working Group to ensure our RAP is driven by the voices of Aboriginal and Torres Strait Islander employees. The Seed Pod provides oversight of the RAP as well as discusses and agrees upon solutions to maintain progress. The Seed Pod will provide advice and ensure continuous improvement of the RAP and work collaboratively with key partners.

The Seed Pod consists of Aboriginal and Torres Strait Islander employees, and membership currently consist of the following positions:

- Director, Community Impact and Inclusion
- Aboriginal Services Consultant
- Aboriginal Services Advisor
- Home Care Package Coordinator
- Registered Nurse
- Wellness Assessor.

Noting The Seed Pod is open to Aboriginal and Torres Strait Islander employees and consumers, therefore, will grow and develop through the implementation of this RAP.

The Director, Community Impact and Inclusion will collectively consult, and problem solve with relevant Directors accountable for implementing actions in this RAP, escalating risks or issues as appropriate to the Executive Director, Queensland (Silverchain's executive RAP Champion) and provide reporting to the Silverchain Board.

## 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.



# 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.

Our best services are delivered from 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.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Accountable: Executive Director, Queensland Delivered by: RAP Working Group	March 2023
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Accountable: Executive Director, Queensland Delivered by: RAP Working Group	December 2022
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our employees.	Accountable: Executive Director, Queensland Delivered by: RAP Working Group	May 2023, 2024
	RAP Working Group members to participate in an external NRW event.	Accountable: Executive Director, Queensland Delivered by: RAP Working Group	May 2023, 2024
	Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.	Accountable: Executive Director, Queensland Delivered by: RAP Working Group	May 2023, 2024
	Organise at least one NRW event each year.	Accountable: Executive Director, Queensland Delivered by: RAP Working Group	May 2023, 2024
	Register all our NRW events on Reconciliation Australia's NRW website.	Accountable: Executive Director, Queensland Delivered by: RAP Working Group	May 2023, 2024
Promote reconciliation through our sphere of influence.	Develop and implement an employee engagement strategy to raise awareness of reconciliation across our workforce.	Accountable: Executive Director, Strategic Communications Delivered by: RAP Working Group	August 2022
	Communicate our commitment to reconciliation publicly on our website and social media.	Accountable: Executive Director, Strategic Communications Delivered by: RAP Working Group	March, June, September, December 2023, 2024
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Accountable: Executive Director, Strategic Communications Delivered by: RAP Working Group	December 2022, 2023
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Accountable: Executive Director, Strategic Communications Delivered by: RAP Working Group	March, June, September, December 2023,
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: RAP Working Group	June 2023, 2024
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	Accountable: Executive Director, People and Culture Delivered by: RAP Working Group	June 2023, 2024
	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: RAP Working Group	June 2023, 2024
	Provide education and resources to senior leaders on the effects of racism.	Accountable: Executive Director, People and Culture Delivered by: RAP Working Group	June 2023, 2024

## Uncle Brian Butler's story

Uncle Brian Butler, born in 1938 is of Aranda and Lurijta descent and grew up in Central Australia.

In 2021, Uncle Brian and his friend John Bond wrote the book 'Sorry and Beyond'. The book talks about the heartache and despair Brian, his family and many other Aboriginal families have dealt with and continue to deal with. He hopes the book will inspire the Australian community and Australian governments to recommit themselves to Closing the Gap and the recommendations of the 'Bringing Them Home Report'.

As a respected Elder in the South Australian community, RDNS Silverchain reached out

to Uncle Brian to ask him to share his book and experiences with RDNS Silverchain employees in South Australia.

In November 2021, Uncle Brian gave his personal talk to RDNS Silverchain employees. Uncle Brian gave employees an in depth look into some of the battles he and his family endured throughout their lives, his personal journey, experiences and struggles as an Aboriginal man in Australia and how he as an advocate for Aboriginal and Torres Strait Islander people has contributed to meaningful change in our country.

The session with Uncle Brian helped employees gain an understanding of how the period of the Stolen Generation created so much pain, anger and distrust

for Aboriginal people. The hurt is still as prevalent today as it was all those years ago. This pain has filtered down to the families and is one of the causes of intergenerational trauma and still to this day brings Uncle Brian much sadness.

"Uncle Brian's talk was quite emotional, it was a great learning tool and very well received by the employees who attended. We have purchased copies of 'Sorry and Beyond' for our South Australian sites so employees have access to read and gain more of an understanding of the impacts of Australia's history".

**Lesley Alison, Aboriginal Program Lead**



Uncle Brian's book is available via the AIATSIS Shop at <https://aiatsis.gov.au>

# Respect

Silverchain acknowledges that it is crucial to understand our shared histories to support Aboriginal and Torres Strait Islander health and social and emotional wellbeing.

We believe it is important and commit to demonstrating genuine truth telling and celebrating 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 and experiences.	Conduct a review of cultural learning needs within our organisation.	Accountable: Executive Director, People and Culture Delivered by: RAP Working Group & Group Capability	June 2023
	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: RAP Working Group & Group Capability	June 2023
	Develop, implement, and communicate a cultural learning strategy document for our employees.	Accountable: Executive Director, People and Culture Delivered by: RAP Working Group & Group Capability	September 2023
	Provide opportunities for RAP Working Group members and other key leadership employees to participate in formal and structured cultural learning.	Accountable: Executive Director, People and Culture Delivered by: RAP Working Group & Group Capability	September 2022
	Ensure 100% of Executive Directors participate in Cultural Appreciation Training.	Accountable: Executive Director, People and Culture Delivered by: RAP Working Group & Group Capability	July 2023
	Provide cultural competence training to a minimum of 80% of the Senior Leadership Team.	Accountable: Executive Director, People and Culture Delivered by: RAP Working Group & Group Capability	July 2023, 2024
Demonstrate respect to 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 protocols.	Accountable: Executive Director, Queensland Delivered by: Director, Community Impact and Inclusion	September 2022
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Accountable: Executive Director, Queensland Delivered by: Director, Community Impact and Inclusion	August 2022
	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, Queensland Delivered by: Director, Community Impact and Inclusion	March, June, September, December 2023, March, June 2024
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Accountable: Executive Director, Queensland Delivered by: Director, Community Impact and Inclusion	March, June, September, December 2023, March, June 2024
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, Queensland Delivered by: RAP Working Group	July 2023 July 2024
	Review HR policies and procedures to remove barriers to employees participating in NAIDOC Week.	Accountable: Executive Director, People and Culture Delivered by: RAP Working Group	December 2023
	Promote and encourage participation in external NAIDOC events to all employees.	Accountable: Executive Director, Strategic Communications Delivered by: RAP Working Group	July 2023 July 2024



## Aunty Irene's journey through care

Aunty Irene is a proud Wailwan woman and Elder of the local Mullum Mullum Indigenous Gathering Place and this is written in her words with consent to share.

"I first met my current case manager, Leslie Camilleri (Silverchain Team Leader, Home Care Packages VIC), 11 years ago when she did a presentation on Home Care Packages (HCP) at the Mullum Mullum Indigenous Gathering Place. At the time, I was with another aged care provider. I went up to Leslie on my scooter and said, "I'd like to be with you" and so she worked with me to change providers and here we are 11 years later.

"This is my tenth year of being alcohol free and I'm happy to say that being on a home care package and having the case management has literally kept me alive. Without this I would be forced to impose upon my family and their lives to a degree that no one would like.

"Prior to us meeting Leslie, I was living at a boarding house. It wasn't a good environment for me. They allowed alcohol consumption and as an alcoholic that suited me.

"In 2012 things were so bad that I attempted suicide. I ended up in a psychiatric centre at the local hospital. I knew I did not want to go back to the boarding house and I managed to get a room at a supported residential service. I knew of this place from when I met Leslie at the Mullum Mullum Gathering Place.

"I was in a dark mental and emotional state, and I didn't think anyone on earth could care about me. I was still very fragile and numb emotionally after my hospital stay.

"I remember how I felt when I first met Leslie. I just felt that she was reliable and that she would provide support. This was important to me as it showed me that someone did care.

"Leslie worked alongside Nicole, the community support worker from Mullum Mullum, and together they were able to secure better accommodation. For a couple of years, I lived in a bedsit in a retirement village and now I'm living in a 1-bedroom unit which is terrific. I have room to entertain and independence to do my weaving and write my poetry."

Having a safe and secure place to call her own has opened up so many other opportunities for Aunty Irene. She describes that it wasn't just one specific thing that made the difference but how all of the support brought together opened up the possibilities. Aunty Irene now enjoys a rewarding and fulfilling life, including:

- Teaching traditional weaving to community members and in schools.
- Exhibiting art for the past eight years at The Koorie Heritage Trust.
- Being a cultural educator with Koorie Education Officers in the Courts.
- Being the founding member of the Yeng Gali Mullum Mullum Choir.
- Representing Community on local Community Service Committees advocating for improvement of services to Aboriginal Community.
- Written and published a book of poetry "Out of My Head and Onto the Page".
- Being an Elder and mentor to local Indigenous youth.
- Being a part of the wall mural at Eastland shopping centre.

Aunty Irene shares: "Life has certainly turned around for me from those dark days. I'm happy and enjoy all that life now offers with the just right amount of support too!"



# 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’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.	Build understanding of current Aboriginal and Torres Strait Islander employees to inform future employment and professional development opportunities.	Accountable: Executive Director, People and Culture Delivered by: RAP Working Group	December 2022
	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: RAP Working Group	March 2023 March 2024
	Increase Aboriginal and Torres Strait Islander workforce representation to 2%.	Accountable: Executive Director, People and Culture Delivered by: RAP Working Group	March, June, September, December 2023, March, June 2024
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Accountable: Executive Director, People and Culture Delivered by: RAP Working Group	March 2023
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Accountable: Executive Director, People and Culture Delivered by: RAP Working Group	March, June, September, December 2023, March, June 2024
	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: RAP Working Group	June 2023, 2024
	Explore employment programs to increase Aboriginal and Torres Strait Islander employment, including, cadetships, traineeship and graduate programs.	Accountable: Executive Director, People and Culture Delivered by: RAP Working Group	June 2023
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 Silver Chain Group Board.	Accountable: Silver Chain Group Board Delivered by: Chief Executive	June 2024
	Engage with Aboriginal and Torres Strait Islander employees to consult on appropriate leadership development opportunities.	Accountable: Executive Director, People and Culture Delivered by: RAP Working Group	March 2023
	Establish a leadership development program for First Nations employees.	Accountable: Executive Director, People and Culture Delivered by: RAP Working Group	March 2024
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: General Counsel Delivered by: RAP Working Group	September 2022, 2023
	Investigate Supply Nation membership.	Accountable: General Counsel Delivered by: RAP Working Group	September 2022, 2023
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees.	Accountable: General Counsel Delivered by: RAP Working Group	September 2022, 2023
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Accountable: General Counsel Delivered by: RAP Working Group	September 2022, 2023
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Accountable: General Counsel Delivered by: RAP Working Group	September 2022, 2023

# 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	June 2023, 2024
	Establish and apply a Terms of Reference for the RWG.	Director, Community Impact and Inclusion	August 2022
	Meet at least four times per year to drive and monitor RAP implementation.	Director, Community Impact and Inclusion	March, June, September, December 2023, March, June 2024
Appoint and maintain an internal RAP Champion from senior management.	Define resource needs for RAP implementation.	Director, Community Impact and Inclusion	March, June, September, December 2023, March, June 2024
	Engage our senior leaders and in the delivery of RAP commitments.	Director, Community Impact and Inclusion	March, June, September, December 2023, March, June 2024
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Director, Community Impact and Inclusion	March, June, September, December 2023, March, June 2024
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.	Director, Community Impact and Inclusion	June 2023, 2024
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	Director, Community Impact and Inclusion	1 August 2023
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Director, Community Impact and Inclusion	30 September 2023
	Report RAP progress to all employees and senior leaders quarterly.	Director, Community Impact and Inclusion	March, June, September, December 2023, March, June 2024
	Publicly report our RAP achievements, challenges and learnings, annually.	Director, Community Impact and Inclusion	July 2023, 2024
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Director, Community Impact and Inclusion	April 2024
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Director, Community Impact and Inclusion	July 2024
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	January 2024





Health. Human. Home.



We believe that, as an  
organisation, we can advance  
**reconciliation** in Australia.

### Contact us

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