



Australian Government
Aged Care Quality and Safety Commission

Innovate

Reconciliation Action Plan

August 2023–25

I am proud to present the Commission's Innovate Reconciliation Action Plan (RAP), building on the momentum of the Reflect RAP and clearly setting out our priorities and goals for the coming years.

The Commission's ongoing approach to reconciliation will be supported by the initiatives and plans contained within this RAP, as they are the framework for future success. These activities come under the four headings of Relationships, Respect, Opportunities and Governance, which themselves indicate the need for a broad, co-ordinated approach to reconciliation.

It is only through a concerted, whole-of-organisation approach that the Commission will achieve long-term, sustainable success. It is incumbent on us to embed reconciliation initiatives into all areas of the Commission and, just as importantly, our activities within the aged care sector.

We will continue to build strong links with Aboriginal and Torres Strait Islander stakeholders and organisations and develop guiding principles for future engagement.

Ensuring that older Aboriginal and Torres Strait Islander people in aged care are receiving culturally safe and appropriate care will only be possible if we continue to take the necessary, and positive, steps to understand Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights.

Additionally, it is vital that we seek to understand and tackle any existing barriers to employment, be better at retention and offer suitable professional development opportunities for Aboriginal and Torres Strait Islander staff.

None of these activities should be a 'top down' approach, however. The excellent work of our Indigenous Staff Network, Friends of the Indigenous Network (FOIN) and the Reconciliation Action Plan (RAP) Working Group has been fundamental in driving the development of both the previous and current RAP.

I offer complete and unwavering commitment to supporting their efforts during the implementation of our Innovate RAP and, looking ahead, the development of the next RAP, as we walk together on our reconciliation journey.



J. M. Anderson

Janet Anderson PSM
Aged Care Quality and Safety Commissioner

Reconciliation Australia commends the Aged Care Quality and Safety Commission 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 the Aged Care Quality and Safety Commission 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, the Aged Care Quality and Safety Commission 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 close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. The Aged Care Quality and Safety Commission is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an *Innovate* RAP signals the Aged Care Quality and Safety Commission'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 Aged Care Quality and Safety Commission on your *Innovate* RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our vision for reconciliation

is reflected in the Commission's artwork which depicts the Aged Care Quality and Safety Commission supporting quality, flexible and culturally appropriate aged care to older Aboriginal and Torres Strait Islander people, close to their home and community by reaching out to the communities, hearing and listening to consumers' stories to make sure they receive good care and always looking for better ways to do things. The patterns within the segments are the different communities.

The vision is based on a culture that embraces unity between Aboriginal and Torres Strait Islander peoples and other Australians and recognises the diversity of our national community. We will work with Aboriginal and Torres Strait Islander peoples to positively influence the journey towards reconciliation in our community and to ensure that our regulation of aged care services for Aboriginal and Torres Strait Islander peoples is culturally safe and inclusive. We strive for a workplace culture that represents equality and equity, historical acceptance of our shared history and an end to racism.



This artwork was developed for the Aged Care Quality and Safety Commission by Dreamtime Creative. The central meeting place represents the Commission supporting quality, flexible and culturally appropriate aged care to Aboriginal and Torres Strait Islander peoples, close to their home and communities that are represented by the outer meeting places. The small pathways from the central concentric circle are the Commission reaching out to the communities.

Everything is connected by the larger pathways representing the importance of hearing and listening to older Aboriginal and Torres Strait Islander people's stories to manage and deliver their care effectively. The star at the top right represents the Commission always looking for better ways to do things and the patterning within the segments signifies different communities.



Our business

The Aged Care Quality and Safety Commission is the national regulator of Australian government funded aged care services with a purpose to protect and enhance the safety, health, wellbeing and quality of life of aged care consumers.

Our vision is that older Australians trust and have confidence that aged care services protect and enhance their safety, health, wellbeing and quality of life. Our role as the national regulator is to ensure that consumers have confidence they will be treated with dignity and respect in receiving aged care services that are culturally safe, compassionate and of high quality, and deliver a valued experience. The Commission holds aged care providers to account for their performance regarding these expectations and obligations which includes working collaboratively with the Department of Health and Aged Care for those services funded under different models.

The Commission continues to strive to be a world-class regulator, strengthening our capability, effectiveness and accountability.

We undertake our work consistent with the Australian Public Service (APS) values outlined in the *Public Service Act 1999*.

- **Impartial** – we are apolitical and provide the Government with advice that is frank, honest, timely and based on the best available evidence.
- **Committed to service** – we are professional, objective, innovative and efficient, and work collaboratively to achieve the best results for the Australian community.
- **Accountable** – we are open and accountable to the Australian community under the law and within the framework of Ministerial responsibility.
- **Respectful** – we respect all people, including their rights and their heritage.
- **Ethical** – we demonstrate leadership, are trustworthy, and act with integrity.

Our commitment to reconciliation is demonstrated through our alignment with Reconciliation Australia's five critical dimensions:

- **Race relations** – we inspire our staff and enable them to participate in a journey towards reconciliation and to better understand the histories and cultures of Aboriginal and Torres Islander peoples
- **Equality and equity** – we seek ways to support Aboriginal and Torres Islander communities to be partners in our work
- **Unity** – we embrace diversity and acknowledge the values and cultures of Aboriginal and Torres Islander peoples in our purpose and vision
- **Institutional integrity** – we demonstrate through our actions that we actively walk the path of reconciliation through our work practices
- **Historical acceptance** – we seek to understand the wrongs of the past and the impact of these on today in order to shape a better future.

We are a national organisation with over 1,188 staff (at 1 March 2023) located in 10 sites across all states and territories including all 8 capital cities in Darwin, Perth, Adelaide, Melbourne, Hobart, Canberra, Sydney and Brisbane). Our 2021–22 Annual Report notes that the number of staff in the Commission who have nominated that they identify as Aboriginal and/or Torres Strait Islander people is 18. Overall, this represents less than 3%, which is 2% lower than the 5% target of First Nations people representation by 2030.

We are committed to demonstrating inclusion and collaboration with Aboriginal and Torres Strait Islander people and recognise this must become standard business practice with not only staff but also external stakeholders since this is one of the 5 critical dimensions that we are working from.



Our RAP journey

Reconciliation is a process of strengthening relationships between Aboriginal and Torres Strait Islander peoples and other Australians, for the benefit of all Australians.

The formal journey at the Commission began one year ago and will continue through an ongoing and ever-evolving process of listening, learning and engaging. The Commission's reconciliation journey commenced with the establishment of its inaugural *Reflect* RAP in September 2021. The *Reflect* RAP committed to several activities to foster reconciliation and scope the priority actions that the Commission can take. The initial activities included increasing the visibility and awareness of Aboriginal and Torres Strait Islander cultures throughout the Commission's facilities, mapping the critical external stakeholders for engagement, and implementing strategies to increase the representation of Aboriginal employees within the Commission. The *Reflect* RAP was supported by a project governance arrangement that included representation from several areas of the Commission and was underpinned by active participation from the Commission's Indigenous Staff Network (ISN).

Some of the Commission's key reconciliation outcomes to date include:

- all Commission staff participating in days of national significance and NAIDOC Week events in 2022
- increased uptake of Welcome to Country and Acknowledgement of Country recognition supported by resources distributed to all staff
- naming and display of Country in most Commission property sites, and
- broadening recruitment strategies to include affirmative measures for identified positions and continuing to participate in whole of government entry level programs.

Our Reconciliation Action Plan

The RAP enabled the Commission to focus on activities that we could undertake without delay and to identify that there are many more actions we can take through engaging in the RAP process. This RAP builds on the learnings and commitments made in our plan and aims to broaden the reach of our reconciliation goals.

The Commissioner has established a renewed reconciliation focus through an *Innovate* RAP that will progress learnings from the initial phase and establish critical activities for achievement. The priority activities in our *Innovate* RAP will be implemented through an *Innovate* RAP working group chaired by an Aboriginal and/or Torres Strait Islander staff member with a deputy chair through the Commission's executive champion (Executive Director Quality Monitoring and Assessment Group).

In addition, the working group comprises of five members of the Indigenous Staff Network (who identify as Aboriginal and/or Torres Strait Islander), Assistant Commissioner Sector Capability, Senior Director Organisational Development and Capability, Director Stakeholder Engagement, Education and Communications, Director Communications, Executive Director Intake and Complaints Resolution, Director Operational Policy and Support, Education Coordinator, Review Officer, Senior Assessor, Director Reform and Transform Program, Assistant Director Communications, Director Learning and Development, Director NSW/ACT region, Assistant Director QAMG, Assistant Director Learning and Development and Director Programming Planning and Coordination. We have learnt from our *Reflect* RAP experience that dedicated resourcing at an appropriate level is a critical success factor and have established a position to support the development and implementation of an *Innovate* RAP.



Key priorities of the *Innovate* RAP include:

- a priority focus on finalising and implementing the draft recruitment and retention strategy for Aboriginal and Torres Strait Islander staff that was initiated by the Indigenous Staff Network and commenced with the *Reflect* RAP. This will support the Commission's ambition to increase the number of staff within the Commission who identify as Aboriginal or Torres Strait Islander people through expanding on some of our existing activities including affirmative measures, targeted recruitment to positions at all levels in operational areas, as well as in strategic policy and enabling groups
- embedding cultural safety practices throughout the Commission's operations through revising our existing all-staff cultural safety training and renewing a focus on consistency of cultural safety practice across all areas of the Commission
- celebrating national events of significance with a particular immediate focus on the 2023 NAIDOC Week theme "*For our Elders*"
- broadening our stakeholder engagement through learning from Elders and community on good practice in delivering our regulatory functions including ensuring this knowledge is shared and accessible to all staff in the Commission, and within the aged care industry
- exploring opportunities in an environment of aged care reform to ensure the needs of Aboriginal and Torres Strait Islander people and their communities are reflected in our operations.

The Commission is supported by a national Commission Consultative Forum that includes Aboriginal and Torres Strait Islander representatives from the National Aboriginal Community Control Health Organisation (NACCHO) and the National Advisory Council Group for Aboriginal and Torres Strait Islander Aged Care (NATSIAACC). The purpose of the Commission Consultative Forum is to consult and engage with national consumer and industry representatives on emerging issues and the functions of the Commission.

Relationships

Building strong relationships between Aboriginal and Torres Strait Islander peoples and other Australians is important to our business purpose, vision and role. We seek to achieve these goals through building confidence and trust in aged care services, through empowering consumers and supporting providers to comply with their responsibilities. These goals can be realised through connecting people, sharing experiences, effective communication and engagement, and building partnerships.



Action	Deliverable	Timeline	Responsibility
<p>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations, utilising Aboriginal and Torres Strait Islander staff and their cultural knowledge.</p>	<p>1.1 Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to build an ongoing relationship with them and develop guiding principles for continuous future engagement (Quarterly meetings).</p>	<p>September 2023 December 2023 March 2024 June 2024 September 2024 December 2024 March 2025 June 2025</p>	<p>Director, Stakeholder Engagement</p>
	<p>1.2 Internally, Aboriginal and Torres Strait Islander staff continue to meet to build connections and share cultural knowledge with Executives and other Commission staff at RAP working group meetings held at least quarterly.</p>	<p>September 2023 December 2023 March 2024 June 2024 September 2024 December 2024 March 2025 June 2025</p>	<p>Executive Director QAMG</p>
	<p>1.3 Design and implement an Engagement Strategy to work with Aboriginal and Torres Strait Islander stakeholders and organisations, which considers the uniqueness of these communities.</p>	<p>September 2023</p>	<p>Executive Director, Engagement, Education and Communication</p>
	<p>1.4 Engage members of the Indigenous Staff Network and internally publish articles and resources on the Commission’s intranet and communication platforms.</p>	<p>December 2023</p>	<p>Director, Communication</p>

Action	Deliverable	Timeline	Responsibility
	1.5 Create internal Indigenous Staff Network communications via newsletters, emails, Microsoft teams), as well as welcome packs for new staff to help build relationships and foster a more cohesive feel to the group.	December 2023	Chair RAPWG
	1.6 Support a community investment project aimed at Aboriginal and Torres Strait Islander Elders.	December 2023	Assistant Commissioner, Sector Capability
	1.7 Leverage relationships with key First Nations aged care stakeholder groups leveraged to support strategic policy in regulation of aged care services.	August 2023	Executive Director, Regulatory Policy and Intelligence
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Continue to circulate Reconciliation Australia's NRW resources and reconciliation materials to Commission staff.	May 2024 May 2025	Director, Communication
	2.2 RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2024 27 May – 3 June 2025	Executive Director QAMG
	2.3 Support ELG and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2024 27 May – 3 June 2025	Commissioner
	2.4 Identify opportunities to establish relationships with other organisations and communities and organise at least one NRW event each year.	May 2024 May 2025	Executive Director QAM
	2.5 Register all our NRW events on Reconciliation Australia's NRW website .	May 2024 May 2025	Director, Communication

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	3.1 Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	December 2023	Executive Director QAM
	3.2 Continue to communicate our commitment to reconciliation publicly and promote RAP deliverables on the Commission's website.	June 2024 June 2025	Director Communication
	3.3 Bridge knowledge gaps of the workforce to understand different governance models within Aboriginal and Torres Strait Islander communities through case studies and education to support culturally sensitive and responsive actions (within the Commission's regulatory strategy and functions).	July 2024	Executive Director QAM
	3.4 Include an overview of the RAP as part of staff induction process.	August 2023	Director Learning and Development
	3.5 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	September 2023	Executive Director, Engagement, Education and Communication
	3.6 Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	June 2024	Executive Director QAM

Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies	4.1 Conduct a review and evaluation of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	September 2023	Senior Director, Organisational Development & Capability Corporate Services Group
	4.2 Develop and implement a revised anti-discrimination policy for the Commission.	October 2023	Senior Director, Organisational Development & Capability Corporate Services Group
	4.3 Create a structured learning module on the effects of discrimination for all staff (including senior leadership) to complete through engagement with the Indigenous Staff Network.	October 2023	Director Learning and Development
	4.4 Promote positive race relations through sharing and communicating resources via the Commission's intranet e.g., the Uluru Statement from the Heart and <i>The Final Quarter</i> film.	August 2023	Executive Director QAM

Action	Deliverable	Timeline	Responsibility
<p>5. Engage with internal staff (Indigenous Staff Network) and external stakeholders including NATSIACC project to codesign cultural safety in all aspects of Commission operations.</p>	<p>5.1 Develop and implement best practice engagement field guide for use by all Commission staff.</p>	June 2024	Executive Director QAMG
	<p>5.2 Engage with Aboriginal and Torres Strait Islander aged care services, consumers and representatives to inform external guidance and support for providers. This includes:</p> <ul style="list-style-type: none"> • manuals and guidance materials updated to ensure currency of information • resources to be modified and adapted to ensure these are culturally appropriate • targeted programs and frameworks are effectively communicated • modified approaches are used to support service providers' participation and enable shared learnings. 	June 2024	Executive Director QAMG
	<p>5.3 Improve the cultural safety of the Commission's Intake and Complaints Resolution services so that they meet the needs of Aboriginal and Torres Strait Islander customers (consumers, providers, community members).</p>	June 2024	Executive Director ICRG

Respect

The Commission's goal is for an inclusive aged care sector in which the human rights of all aged care consumers are recognised. As part of this, the Commission acknowledges the continuing connection of Aboriginal and Torres Strait Islander people with the lands and waters and the importance of Aboriginal and Torres Strait Islander culture and histories to learning, success and celebration.



Action	Deliverable	Timeline	Responsibility
<p>6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</p>	<p>6.1 Complete a review of cultural learning needs within our organisation.</p>	August 2023	Director, Learning and Development
	<p>6.2 Develop, implement, and communicate a cultural learning strategy for our staff and promote through onboarding and orientation.</p>	October 2023	Director, Learning and Development
	<p>6.3 Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander staff to inform our cultural learning strategy including local protocols.</p>	October 2023	Director, Learning and Development
	<p>6.4 Commit to locally organised face-to-face cultural safety training sessions for staff every 3 years, nationally, and relevant refresher courses between, including face-to-face training.</p>	December 2023	Director, Learning and Development
	<p>6.5 Develop a resource base and profile of Indigenous service providers and communities to support efficient and effective transfer of local protocols, correct pronunciation of service names and risks.</p>	April 2024	Executive Director QAMG
	<p>6.6 Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning, including investigating local cultural immersion opportunities for staff.</p>	December 2023	Director, Learning and Development

Action	Deliverable	Timeline	Responsibility
	6.7 Promote an individual RAP goal to complete cultural learning plans for staff within yearly performance agreement.	August 2023	Senior Director, Organisational Development & Capability Corporate Services Group
	6.8 Program Yarning Circle Events at least 6 monthly for staff to share stories, questions, ideas and insights in a culturally respectful way.	September 2023 March 2024 September 2024 March 2025	Executive Director QAM
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	7.1 Continue to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols as well as the impact of days of significance.	August 2023	Director, Learning and Development
	7.2 Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	August 2023	Executive Director QAMG
	7.3 Continue to embed an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	December 2023	Commissioner
	7.4 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	July 2024 July 2025	Commissioner

Action	Deliverable	Timeline	Responsibility
	7.5 Offer in-house Q&A information sessions for all assessors and re-define quality assessor registration requirements including ongoing professional development criteria that requires demonstration of cultural competency.	December 2023	Executive Director QAMG
	7.6 Promote an individual RAP goal to complete cultural learning plans for staff within yearly performance agreement.	August 2023	Senior Director, Organisational Development & Capability Corporate Services Group
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	8.1 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	July 2024 July 2025	Executive Director QAMG
	8.2 Review HR policies and procedures to support staff participation in NAIDOC Week activities.	July 2023	Senior Director, Organisational Development & Capability Corporate Services Group
	8.3 Promote and encourage participation in external NAIDOC events by all staff.	July 2024 July 2025	Executive Director QAMG

Action	Deliverable	Timeline	Responsibility
9. Remove barriers to participation of Aboriginal and Torres Strait Islander people in the regulation of aged care services.	9.1 Create and promote culturally appropriate resources and opportunities for Aboriginal and Torres Strait Islander people to participate in complaints, assessment and monitoring and compliance enforcement related field operations.	December 2023	Assistant Commissioner Sector Capability
	9.2 Ensure Broader initiatives and aged care reforms updates, consider implications and modification of resources to support Aboriginal and Torres Strait Islander communities and services/approved providers.	April 2025	Assistant Commissioner Sector Capability

Opportunities

The Commission recognises the diverse skills and experiences of Aboriginal and Torres Strait Islander staff, consumers and members of communities are essential for supporting our core functions in regulating and assessing aged care providers in a culturally safe way. Aboriginal and Torres Strait Islander staff are a key element in the design of our cultural learning and engagement strategies and enables the Commission to actively work towards reconciliation through employment and carer pathways.



Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	10.1 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2023	Senior Director, Organisational Development & Capability Corporate Services Group
	10.2 Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	August 2023	Senior Director, Organisational Development & Capability Corporate Services Group
	10.3 Finalise and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy that includes mentoring by senior staff.	December 2023	Senior Director, Organisational Development & Capability Corporate Services Group
	10.4 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders including using Aboriginal and Torres Strait Islander focused recruitment agencies and social media.	August 2023	Senior Director, Organisational Development & Capability Corporate Services Group
	10.5 Communicate our commitment to Jawun secondments for our executive level staff and include these in relevant Personal Development Plans	August 2023	Senior Director, Organisational Development & Capability Corporate Services Group

Action	Deliverable	Timeline	Responsibility
	10.6 Promote uptake of formal and informal training opportunities for all Commission staff.	December 2023	Director Learning and Development
	10.7 Broaden recruitment strategies to include affirmative measures for identified positions internally and externally and continue to participate in whole of government entry level programs across the Commission.	December 2023	Senior Director, Organisational Development & Capability Corporate Services Group
	10.8 Include an Aboriginal and Torres Strait Islander person on a greater proportion of selection panels for their cultural knowledge and perspective.	July 2024	Senior Director, Organisational Development & Capability Corporate Services Group
	10.9 Review HR and recruitment procedures and policies to support increased Aboriginal and Torres Strait Islander representation in our workplace.	December 2023	Senior Director, Organisational Development & Capability Corporate Services Group
	10.10 Develop and offer interviewees different platforms in the application process such as a video presentation of the Commission's roles, functions and employee value proposition.	June 2024	Senior Director, Organisational Development & Capability Corporate Services Group

Action	Deliverable	Timeline	Responsibility
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	11.1 Promote the Commission’s Aboriginal and Torres Strait Islander procurement strategy and implement measures to support reporting.	December 2023	Executive Director, Enterprise Governance and Corporate Operations
	11.2 Investigate Supply Nation membership.	December 2023	Chief Finance Officer
	11.3 Monitor and review the procurement of goods and services from Aboriginal and Torres Strait Islander businesses.	June 2024	Chief Finance Officer
	11.4 Review and update procurement practices and policies to align with broader government initiatives and to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	December 2024	Executive Director, Enterprise Governance and Corporate Operations
	11.5 Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	June 2024	Executive Director, Enterprise Governance and Corporate Operations

Action	Deliverable	Timeline	Responsibility
12. Achieve the APS target of 3% of Commission staff who identify as Aboriginal and Torres Strait Islander people by June 2024.	12.1 Implement the agreed activities defined in the Commission's draft Aboriginal and Torres Strait Islander recruitment and retention strategy.	June 2024	Senior Director, Organisational Development & Capability Corporate Services Group
	12.1 Identify where the gaps in Commission are for Aboriginal and Torres Strait Islander staff and target these areas.	December 2023	Senior Director, Organisational Development & Capability Corporate Services Group

Governance



Action	Deliverable	Timeline	Responsibility
<p>13. Establish and maintain an effective RAP Working Group (RAPWG) to drive governance of the RAP.</p>	<p>13.1 Maintain Aboriginal and Torres Strait Islander representation on the RAPWG (meetings to occur at least quarterly).</p>	<p>September 2023 December 2023 March 2024 June 2024 September 2024 December 2024 March 2025 June 2025</p>	<p>Executive Director QAMG</p>
	<p>13.2 Review and adapt Terms of Reference for the <i>Innovate</i> RAPWG.</p>	<p>August 2023</p>	<p>Executive Director QAM</p>
	<p>13.3 Meet at least four times per year to drive and monitor RAP implementation.</p>	<p>September 2023 December 2023 March 2024 June 2024 September 2024 December 2024 March 2025 June 2025</p>	<p>Executive Director QAM</p>
	<p>13.4 Engage with the Department of Health and Aged Care’s First Nations Aged Care Branch and Elder Advisory Council quarterly to review progress.</p>	<p>October 2023 January 2024 April 2024 August 2024 December 2024 March 2025 July 2025</p>	<p>Executive Director QAMG</p>

Action	Deliverable	Timeline	Responsibility
14. Provide appropriate support for effective implementation of RAP commitments.	14.1 Engage and establish accountabilities amongst senior leaders, members of the Indigenous Staff Network and other staff in the delivery of RAP commitments.	August 2023	Commissioner
	14.2 Resourcing implications to be negotiated and reviewed annually with support provided to participate in events or approved activities consistent with the Commission's objectives and individual staff performance development plans.	August 2023 August 2024 August 2025	Commissioner
	14.3 Indigenous Staff Network to meet at least once a year with the Commissioner to discuss RAPWG developments.	November 2023 November 2024	Executive Director QAMG
	14.4 Establish an appropriate resource structure and assign relevant budgetary commitments to support RAP implementation.	December 2023	Executive Director QAMG
	14.5 Refine systems to track, measure and report on RAP commitments monthly.	December 2023	Executive Director QAMG
	14.6 Appoint and maintain an internal RAP Champion from senior management.	August 2023 August 2024 August 2025	Commissioner

Action	Deliverable	Timeline	Responsibility
15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	15.1 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 annually	RAP Working Group Chair
	15.2 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	RAP Working Group Chair
	15.3 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September annually	Executive Director QAMG
	15.4 Report RAP progress to all staff and senior leaders quarterly and support accountability at all levels via individual performance development and section planning.	December 2023 March 2024 June 2024 September 2024 December 2024 March 2025 June 2025	Executive Director QAMG
	15.5 Publicly report our RAP achievements, challenges and learnings, annually.	October 2023 October 2024	Executive Director QAMG
	15.6 Participate in Reconciliation Australia's biennial Workplace RAP Barometer. WRB FAQs (reconciliation.org.au)	May 2024	Executive Director QAMG
	15.7 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	September 2025	Executive Director QAMG

Action	Deliverable	Timeline	Responsibility
<p>16. Continue our reconciliation journey by developing our next RAP.</p>	<p>16.1 Register via Reconciliation Australia’s website to begin developing our next RAP.</p>	<p>May 2024</p>	<p>Executive Director QAMG</p>
	<p>16.2 Establish and implement dedicated planning days annually for planning and review of the RAP including a Round Table Conference to be attended by Indigenous Staff Network and management.</p>	<p>August 2023 August 2024 August 2025</p>	<p>Executive Director QAMG</p>
<p>17. Improve accountability and reporting of key priorities within Corporate and Operational plans relating to Aboriginal and Torres Strait Islander services.</p>	<p>17.1 Define and implement improved reporting measures which are linked to the Commission’s key performance indicators, corporate and operational plans.</p>	<p>April 2025</p>	<p>Executive Director QAMG</p>

Contact

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Aged Care Quality and Safety Commission acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to Elders both past and present.



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Write

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