



RECONCILIATION  
ACTION PLAN

**REFLECT**

December 2023 – December 2024



Government  
of South Australia





# About the Artwork

The artwork has a dual meaning, cultural and corporate.

The red background represents the landscape of South Australia. Slight hints of blue recognise people who live on coastal perimeters throughout South Australia. The background with the speckles represents The Dreaming, so it signifies the sky, space, stories and Storylines and Knowledge from ancestors.



Artwork by Eastern Arrernte artist Pat Caruso

## Corporate

**The corporate concept perspective is that at the centre of the artwork is an injured worker, surrounded by all the support services and individuals ReturnToWorkSA engages.**

The U shape represents the injured worker, and underneath that central shape are three sections, symbolising the holistic approach (mind, body

and soul) ReturnToWorkSA takes to assisting their recovery, assessing their ongoing capability and ultimately supporting their return to work and/or the community.

Encircling the three sections are the individuals who contribute to the worker's recovery. The artwork depicts a vast range of people, all facing inward to signify their best intentions towards the worker at the centre of the piece. They are in a solid circle to show that it is a protected space within

which people can feel safe and know that they're acting in the worker's best interests.

There are nine outer circles, each representing a different service that ReturnToWorkSA may engage to help the injured worker. The connection between the circles illustrates the sharing of knowledge between those services and the joint effort to support the injured worker in preparation for their return to work and the community.

## Cultural

**The Cultural perspective places First Nations people at the centre of the artwork.**

This perspective depicts the collaborative spaces ReturnToWorkSA will congregate in to learn how to facilitate better outcomes for First Nations people. As with the corporate perspective, ReturnToWorkSA will take the same holistic approach (mind, body and soul) to ensure that this engagement is genuine, progressive and outcome-based.

The circles around the edge of the artwork represent the safe, connected space that ReturnToWorkSA is seeking to consult and engage with First Nations people and community services in. The focus is to engage various groups to learn from and to share knowledge with, and to go on a Reconciliation journey together with Community.



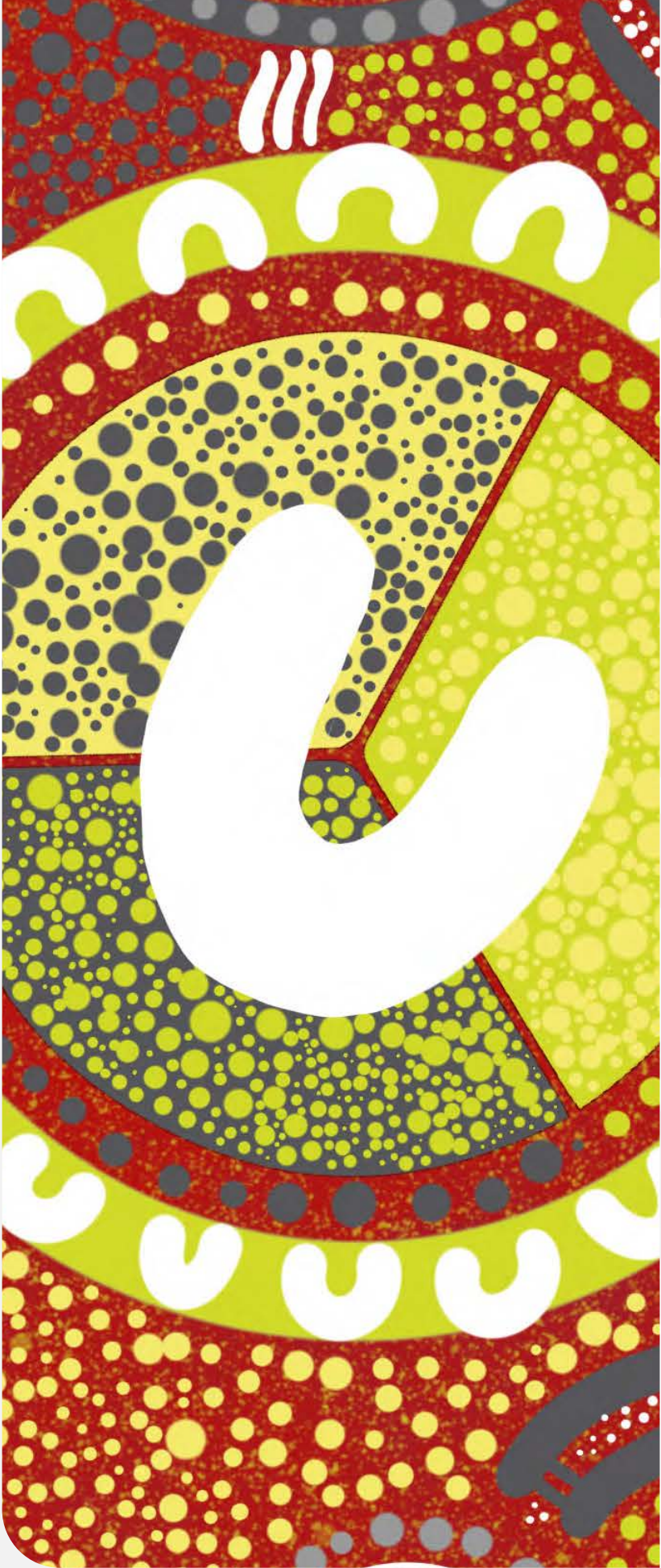
# Our business

**The purpose of ReturnToWorkSA is to empower and support South Australians impacted by work injury.**

Our services and those delivered by our claims agents, Employers Mutual and Gallagher Bassett, are designed to provide early intervention support to workers and employers following a work injury to ensure the worker can recover and return to work as quickly as possible. We employ approximately 270 FTE, including two

employees who identify as Aboriginal, with our head office located on the Traditional Lands of the Kaurna peoples. We service the communities of South Australia, home to over 30 Aboriginal groups, with distinct beliefs, cultural practices and languages.

We are a statutory authority set up under the *Return to Work Corporation of South Australia Act 1994* to administer the *Return to Work Act 2014*. We have a Board appointed by the Governor of South Australia, and are subject to the direction of the Minister for Industrial Relations and Public Sector, Attorney-General and Minister for Aboriginal Affairs, the Hon Kyam Maher MLC.







**Michael Francis**  
Chief Executive Officer  
ReturnToWorkSA

# Our RAP

Commitment to Reconciliation –  
a Message from the Chief Executive  
Officer of ReturnToWorkSA

The purpose of ReturnToWorkSA is to empower and support South Australians impacted by work injury. With over 60,000 employers registered under the Scheme, and over 12,000 currently active claims, we understand that our work impacts many people including Aboriginal and Torres Strait Islander stakeholders, staff and communities within which we work. Our Reflect RAP will lay the foundation for our actions to further reconciliation, in line with our corporate values:

- We care about people and sustainability
- We are inclusive and innovative
- We listen to understand
- We own our actions

ReturnToWorkSA acknowledges the significance of the Uluru Statement from the Heart, the importance of reconciliation and the contribution ReturnToWorkSA will make through its Reflect RAP.

We are dedicated to both learning about and developing relationships with the Traditional Owners throughout South Australia, and are continuing our work of becoming a more culturally inclusive workplace. Reconciliation is built on mutual respect and working in partnership with Aboriginal and Torres Strait Islander peoples. As our organisation has access to so many organisations and communities in SA, we have a responsibility and desire to be part of the reconciliation journey, and support the South Australian Government’s commitment to reconciliation.

Achieving reconciliation makes Australia a strong, culturally diverse society that enables Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians to participate equally and equitably in all areas of life.

**Michael Francis**  
Chief Executive Officer  
ReturnToWorkSA



# Our Reconciliation Journey

ReturnToWorkSA commenced our reconciliation journey in August 2020 with the development of a Cultural Protocols document, which includes Acknowledgement of Country protocols, appropriate terminology, and significant events to Aboriginal and Torres Strait Islander peoples. By committing to reconciliation, we continue to:

- Promote the use of Acknowledgement of Country at formal events
- Provide a working environment that is inclusive, diverse and safe from discrimination for all our staff through the promotion of inclusive workplace policies and practices
- Encourage Aboriginal and Torres Strait Islander people, Culturally and Linguistically Diverse people, and people with diverse backgrounds to seek employment with ReturnToWorkSA
- Encourage our staff to participate in cultural competency training and significant cultural events including NAIDOC Week and Harmony Day.

We have also enhanced our website, [www.rtwsa.com](http://www.rtwsa.com), annual report, and email signatures to include an Acknowledgement of Country statement to acknowledge and recognise that Aboriginal and Torres Strait Islander people are the First Peoples of Australia.

We have also equipped staff with the tools and understanding to respectfully open meetings with an appropriate Acknowledgement of Country.

Further to this, we have provided all staff with access to the SBS Inclusion Program comprised of seven key modules on inclusion, including an Aboriginal and Torres Strait Islander module. This training program supports our approach to embracing diversity and promoting a safe, caring and inclusive workplace.

In October 2021, ReturnToWorkSA's Board endorsed the development of a Reflect RAP. It is the first step in our formal reconciliation journey, and we plan to embed actions against the three focus areas-Relationships, Respect and Opportunities. We will build cultural awareness in our staff and encourage active engagement with reconciliation in South Australia and the broader community. We strive to implement these principles into our organisational culture, structure and operations to actively improve our social engagement and services to Aboriginal and Torres Strait Islander peoples.

ReturnToWorkSA's approach to reconciliation will be overseen by a RAP Working Group, comprised of representatives across the organisation, with the support of our RAP Champion Michael Francis (CEO), the Board, Executive Leadership Team, and management.







**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

# Message from Reconciliation Australia

Reconciliation Australia welcomes ReturnToWorkSA to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

ReturnToWorkSA joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance. It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables ReturnToWorkSA to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations to ReturnToWorkSA, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia





# Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	January 2024	Leader Scheme Support; Employer Risk Services Manager
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	January 2024	Leader Scheme Support; Employer Risk Services Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024	Marketing and Communications Advisor
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2024	Manager Organisational Development Services
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2024	Executive Leader People and Communications
	Run internal NRW activities, e.g. morning teas with catering from an Aboriginal caterer, information sessions and videos displayed in the staff Hub.	June 2024	Manager Organisational Development Services; Marketing and Communications Advisor
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	December 2023	Marketing and Communications Advisor
	Communicate our commitment to reconciliation publicly.	December 2023	Marketing and Communications Advisor
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	January 2024	Marketing and Communications Advisor; Manager Government Relations
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	January 2024	Manager Organisational Development Services; Marketing and Communications Advisor;
	Incorporate the RAP into onboarding for staff and manager induction activities.	February 2024	Learning Advisor; Manager Human Resource Services
	Incorporate the RAP in Corporate Induction.	February 2024	Learning Advisor
	Support the activities of SA Government and our Minister's Office in their reconciliation journey and significant Government related reconciliation activities within the state.	June 2024	Manager Government Relations
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	October 2024, 2025	Manager Human Resource Services
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2024	Manager Human Resource Services
	Make changes to HR policies and procedures that ensure optimal people practices in relation to anti-racism, and communicate these changes to staff.	July 2024	Manager Human Resource Services



# Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	February 2024	Executive Leader People and Communications
	Conduct a review of cultural learning needs within our organisation.	April 2024	Learning Consultant
	Investigate cultural learning opportunities for Employees.	April 2024	Learning Advisor
	Continue to promote and support staff to complete the SBS Inclusion Program, to communicate the importance of Aboriginal and Torres Strait Islander inclusion in the workplace.	November 2024	Learning Advisor
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	April 2024	Executive Leader People and Communications
	Invite a local Traditional Owner to provide a Welcome to Country at significant events, e.g. Agent Awards.	November 2024	Marketing and Communications Advisor
	Promote the use of Acknowledgement of Country and display in Board Room and reception area alongside AIATSIS Map of Indigenous Australia and First Nations artwork.	January 2024	Marketing and Communications Advisor
	Engage with Traditional Owners to explore the co-naming of our meeting rooms in local Aboriginal language, e.g. the Murray Room (named after the Murray River) would be co-named Dhungala	April 2024	Senior Procurement Contracts and Facilities Advisor
	Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country.	May 2024	Manager Organisational Development Services; Marketing and Communications Advisor
7. 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.	June 2024	Marketing and Communications Advisor
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2024	Marketing and Communications Advisor
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2024	Manager Organisational Development Services





# Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a strategy to increase and support Aboriginal and Torres Strait Islander employment within our organisation	September 2024	Talent Acquisition Specialist
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	September 2024	Talent Acquisition Specialist
	Advertise vacancies with the Turkindi Network.	October 2024	Talent Acquisition Specialist
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Ensure that Aboriginal and Torres Strait Islander procurement is incorporated into our procurement practices.	October 2024	Senior Procurement Contracts and Facilities Advisor
	Investigate Supply Nation membership and the South Australian Aboriginal Business Directory.	October 2024	Senior Procurement Contracts and Facilities Advisor
	Promote procurement opportunities from Aboriginal and Torres Strait Islander businesses internally, e.g. by engaging caterers for meetings/work events, purchasing art work etc.	October 2024	Senior Procurement Contracts and Facilities Advisor



# Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation.	December 2023	Executive Leader People and Communications
	Draft a Terms of Reference for the RWG.	January 2024	Executive Leader People and Communications
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	January 2024	Executive Leader People and Communications
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	December 2023	Executive Leader People and Communications
	Engage senior leaders in the delivery of RAP commitments.	December 2023	Chief Executive Officer
	Maintain a senior leader to champion our RAP internally.	December 2023	Chief Executive Officer
	Define appropriate systems and capability to track, measure and report on RAP commitments.	December 2023	Services Support Officer
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2024	Services Support Officer
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	August 2024	Services Support Officer



