



# Rural Support Service Innovate Reconciliation Action Plan

June 2024 – June 2026

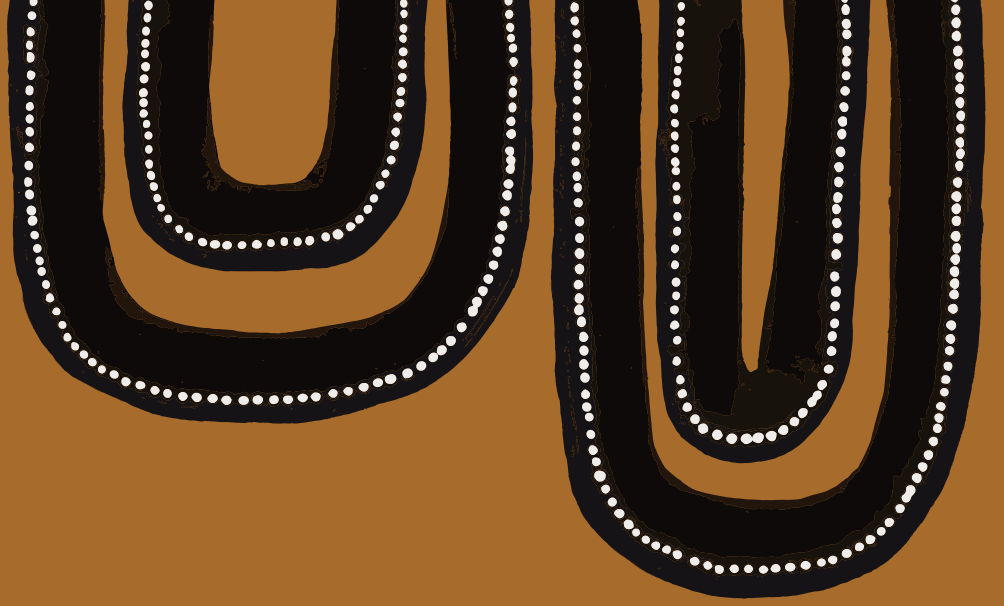


## The artist

The beautiful artwork featured in this Innovate Reconciliation Action Plan was commissioned for the Rural Support Service in March 2023 from emerging Aboriginal artist Gabriel Stengle, who is a Ngarrindjeri, Narungga and Kurna woman.

One of six children, Gabby was encouraged to paint by her Nana and Uncle, who are accomplished artists, and her brother who played AFL.

Titled 'Community' the artwork tells the story of the RSS and its connection to people and country. The painting centres around the symbol of a meeting place that represents the RSS and connects to representations of South Australia's six regional Local Health Networks.



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## Rural Support Service ED Foreword

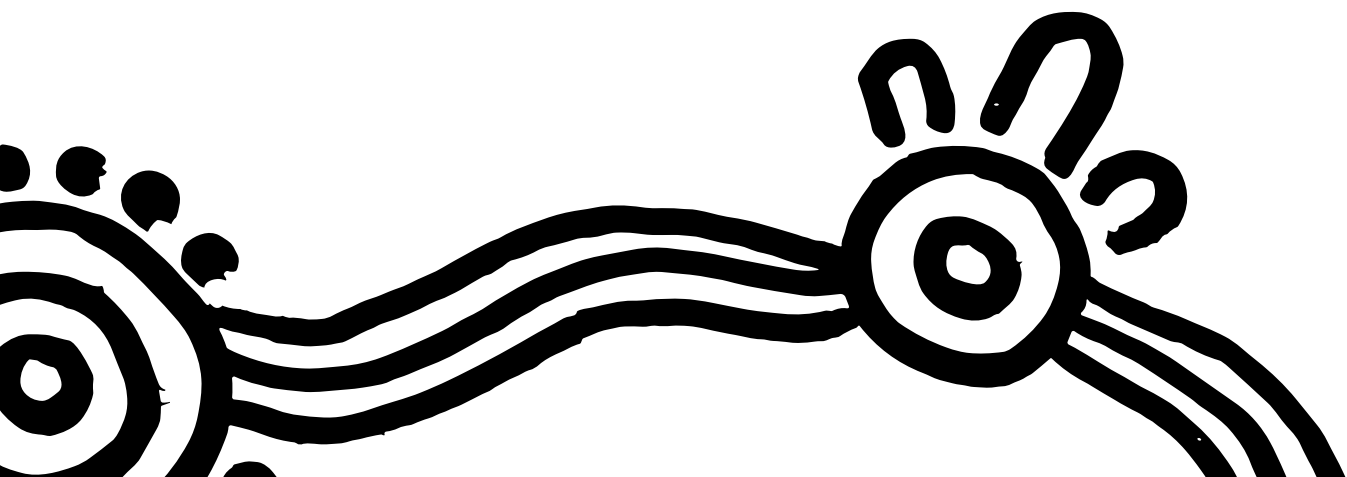
Rural Support Service (RSS) values the relationships we have with Aboriginal communities in South Australia. We understand the privilege we have, to live in a country that has been cared for, for thousands of years by the oldest living culture in the world. The First Nations People of Australia are the first healers, are resilient and strong; and have a proud history.

For White Australia there is a part of our history that is not proud; it is one of genocide, massacre, stolen generations of children, assimilation policies and to this day, racism. There is much that must be put right before reconciliation can truly occur. We must speak the truth about the past and the present, we must truly listen to First Nations People, and we must take action.

This Innovate Reconciliation Plan is the RSS commitment to speak the truth, listen and take action. Rural Support Service is made up of people, all of us with unlearning and learning to do. We commit to being accountable, to do what we say we will do and to standing as an ally with Australia's First Nations People. We commit to working together with Aboriginal colleagues and stakeholders to improve the health outcomes for regional South Australians.



**Debbie Martin**  
Executive Director  
Rural Support Service







## Reconciliation Australia CEO Statement

Reconciliation Australia commends Rural Support Service 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 Rural Support Service 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, Rural Support Service 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. Rural Support Service 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 Rural Support Service's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

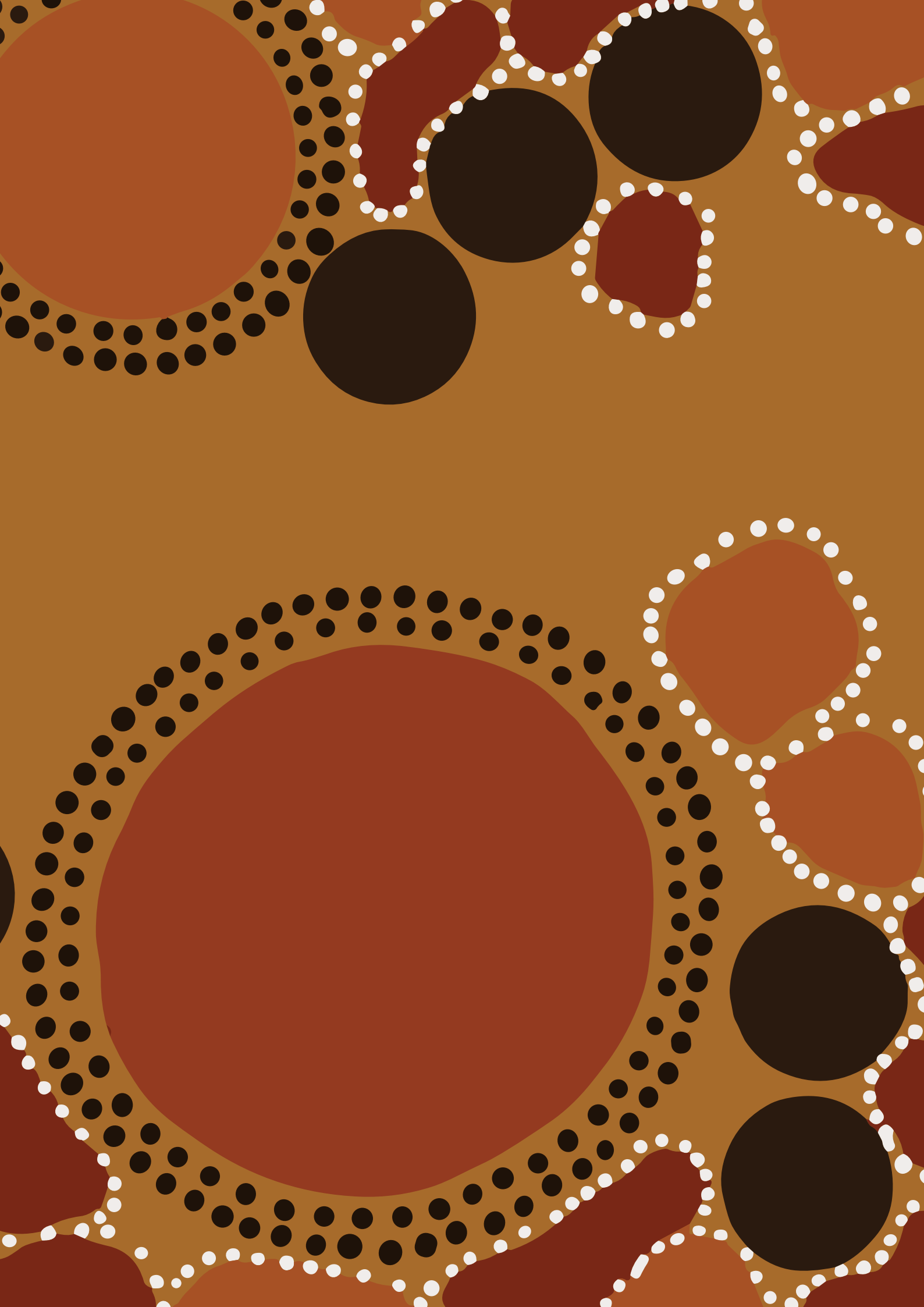
Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Rural Support Service on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



**Karen Mundine**

Chief Executive Officer  
Reconciliation Australia

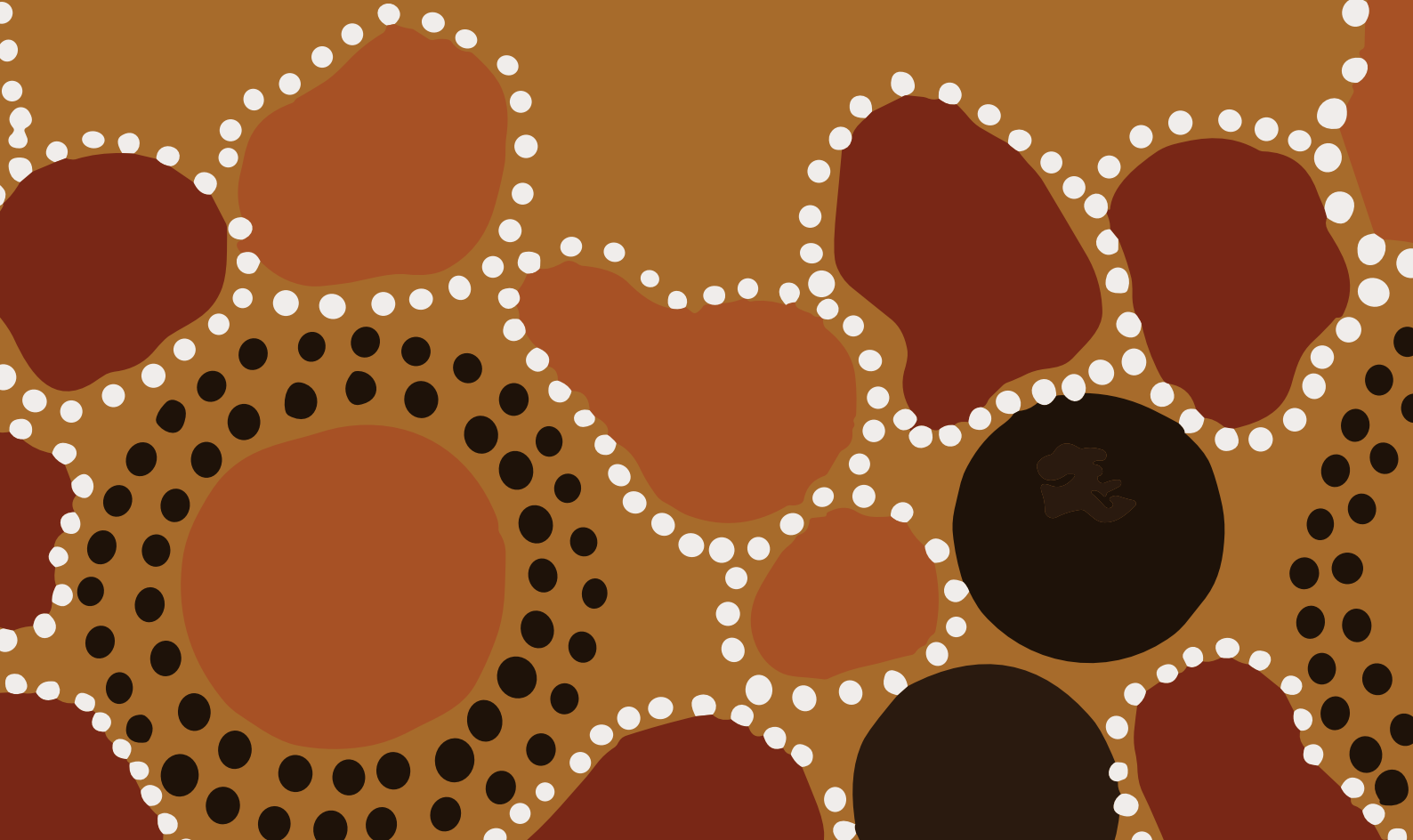





# Our vision for reconciliation

The Rural Support Service vision for reconciliation is to ensure inclusivity and responsiveness to Aboriginal and Torres Strait Islander peoples and their health needs are embedded in our services.

For Aboriginal and Torres Strait Islander colleagues to feel safe and excited to be part of our team and that our advocacy voice and service provision activities build pathways for Aboriginal and Torres Strait Islander people to access culturally safe health care.







## Our business

The Rural Support Service (RSS) is a business unit in SA Health that is responsible for providing flexible, responsive and innovative services to support the six regional local health networks (LHNs) across South Australia.

We comprise circa 350 staff spread across regional and metro SA operating in a client-centred model, providing leadership and expertise in digital health and innovation, regional health and wellbeing services, regional workforce planning and development, business services and statewide clinical services. We currently employ six Aboriginal staff.

The health status of regional, rural, and remote Australians is generally poorer than that of urban Australians, which tends to make the care needs of regional communities more complex. Advocating for the health priorities of regional South Australians, we provide a diverse range of functions / services centrally and combine skills and strengths in areas where scale and expertise benefits health care delivery. We are also responsible for delivering statewide services for and with all ten LHNs in South Australia.

We support the state's six regional LHNs by:

- providing regional capacity and capability in several specialised clinical services and corporate functions, for example in human resources, industrial relations, contract management, finance, research governance and project management
- bringing together regional LHNs, consumers and other stakeholders to work as partners and benefit from the strengths of working together
- leading on and responding to regional or common issues
- developing and sharing innovations and expertise
- addressing overall rural health challenges
- ultimately enabling, where sustainable and appropriate, the regions to strengthen local capacity and capability.

Services provided by us across the regional networks include: Aged Care and Disability services, Biomedical Engineering, Regional Cancer Services, Public Health, Allied Health, Clinical and Wellbeing Programs, Clinical Advisory Leadership, Integrated Cardiovascular, Clinical Network SA (iCCnet), Nursing and Midwifery services, Patient Assistance Transport Scheme (PATS), Population Health and Planning, Regional Diabetes Service, Regional Enrolled Nurse Cadetship Program, Regional LHN Scholarship Program, Rural Health Workforce Strategy, Rural medical training, SA Health Rural GP Agreement 2024-28 for general practitioners and medical trainees and SA Virtual Emergency Service (SAVES). Statewide services include the SA Digital Telehealth Network and the Statewide Telerehabilitation Program.

Our staff operate on or travel through the traditional lands of many nations. Our Aboriginal and Torres Strait Islander consumers include Aboriginal and Torres Strait islander patients and families from regional and remote areas of South Australia. We also consult and work in partnership with Directors of Aboriginal Health in the six regional Local Health Networks.

The RSS has a central office in Nuriootpa as well as staff located in 25 of the regional LHN offices and four metropolitan offices. Regional locations are Angaston, Berri, Clare, Cowell, Gawler, Gumeracha, Kingscote, Kingston, Lameroo, Mount Barker, Mount Gambier, Murray Bridge, Naracoorte, Port Augusta, Port Broughton, Port Lincoln, Port Pirie, Renmark, Strathalbyn, Tailem Bend, Tanunda, Victor Harbor, Waikerie, Wallaroo and Whyalla. Metropolitan locations are Adelaide CBD, Tonsley and Torrensview.





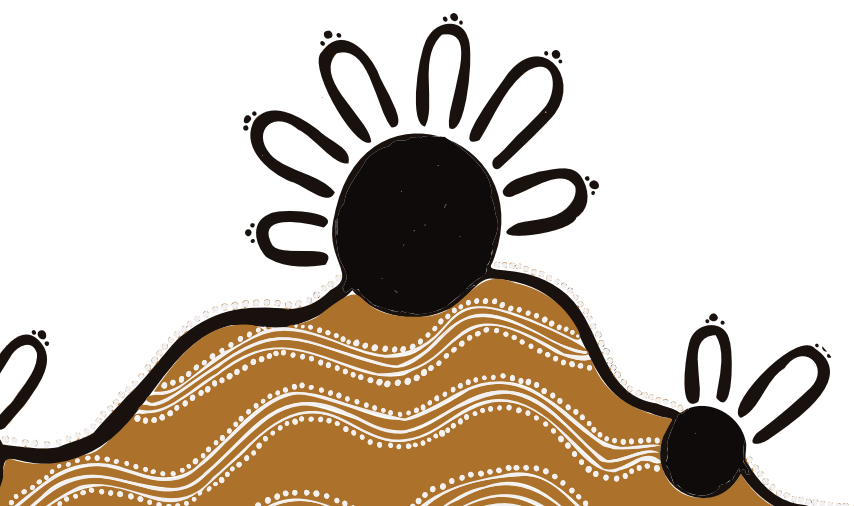
## Our Reconciliation Action Plan

The RSS's Innovate RAP builds upon our previous Reflect RAP. Within the Reflect RAP we established a foundation for our ongoing reconciliation efforts. We worked to improve the RSS as a culturally safe and respectful place to work and employment opportunities were expanded for Aboriginal and Torres Strait Islander peoples. We implemented a reconciliation action plan working group and continue to participate in actions and efforts across the South Australian health sector to build reconciliation relationships and partnerships, increasing our understanding and respect for Aboriginal culture and creating opportunities for delivering our business better, in the spirit of reconciliation.

We committed to being an ally for Aboriginal and Torres Strait Islander people to support their health outcomes. We invested in educating ourselves to recognise and increase our understanding of the history of Aboriginal and Torres Strait Islander people and our staff continue to participate in conversations about reconciliation and contribute to ideas on how we keep moving forward. We have listened to our Aboriginal colleagues and have gained an understanding of what is working well and where we need to go next to do things better. We are ready to take our next step.

Our intention for our Innovate RAP is to help position ourselves as an employer of choice for Aboriginal colleagues and to underpin all of our external work with the spirit of furthering reconciliation within health service provision for rural and regional South Australians.

Our Innovate RAP has been developed from consultation with our Aboriginal and Torres Strait Islander colleagues, representatives from our Governance and Leadership groups, broad consultation with our non-Aboriginal staff and conversation, advice, and counsel from regional LHN Directors of Aboriginal Health. Through the development of our Innovate RAP we have gained an understanding of our early wins and also some areas we need to revisit, so as to remain focused on delivering our work in the best way to maximise our reconciliation efforts. We have identified how to extend our efforts to the next level.





## RAP Working Group

Name	Position
Michelle Catlin (Chair)	Manager Biomedical Engineering
Debbie Martin	Executive Director
Esther Brown	Workforce Strategist, First Nations person
Chris Evertz	Executive Assistant
Anita Haniford	Senior Organisational Development Consultant
Nick Schubert	Manager, Planning and Population Health
Sharon Lewis	Workforce Strategist
Julia Romano	Clinical Network Scientist
Susan Morgan	Senior Project Officer Clinical Services
Glenda Cass	Project Lead, Business and Financial Services
Robyn Anderson	Director, Projects and Partnerships
Michael Aschberger	PATS (Patient Assistance Transport Scheme) Operations Manager
Shauna Henty	Administration Manager
Rachel Edson	Executive Assistant
Simone Love	Team Leader PATS, First Nations person
Julianne O'Connor	Chief Clinical Advisor
Alice Minney	A/Manager Communications
Lavinia Jackson	Aboriginal Liaison Officer, First Nations person
Tyrone Hughes	Senior Project Officer, Aboriginal Workforce Projects, First Nations person



## **RAP Champion**

We will work to consolidate our specific business activities that strengthen Aboriginal participation in the South Australian rural health workforce. We will set ourselves a target for the employment of Aboriginal and Torres Strait Islander colleagues based upon national recommendations. By leveraging our social media platforms and tools, we commit to sharing (internally and externally) our successes in making a difference for Aboriginal patients and families.

We aim to recruit a senior Aboriginal leader into the RSS team, to provide leadership for our Aboriginal staff, to hold the mandate for informing and guiding our non-Aboriginal staff in matters of cultural safety and doing our business in a way that supports reconciliation and allows us to consult at the highest level with other Aboriginal and Torres Strait Islander Elders and leaders.

Our services commit to trying to work in a way that listens deeply, is respectful and is aware of the health needs of Aboriginal and Torres Strait Islander peoples. We are part of the broader State Government agency known as SA Health and adhere to the SA Health Statement of Reconciliation. All SA Health services recognise Aboriginal and Torres Strait Islander peoples as the first Australians and seek to engage Aboriginal and Torres Strait Islander people in decision-making processes for matters that affect their lived experiences in the community and through the health system. Services to be developed in collaboration are to be non-discriminatory and inclusive of Aboriginal and Torres Strait Islander people, are respectful of Aboriginal and Torres Strait Islander beliefs and cultures, and to provide equitable health outcomes for Aboriginal and Torres Strait Islander people.

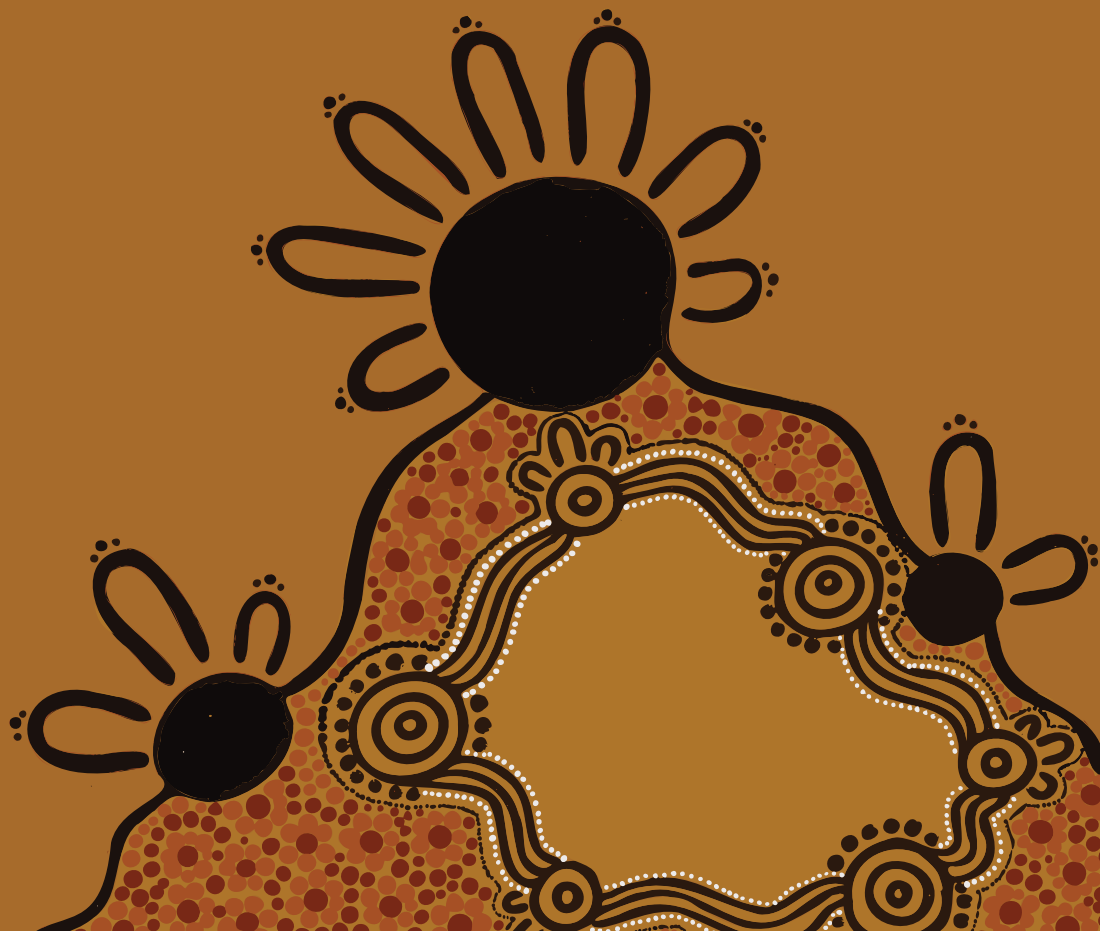
### **Debbie Martin**

RSS Executive Director

## Relationships

Building strong and trusting relationships with Aboriginal and Torres Strait Islander people is imperative for the RSS to contribute effectively to improving the health outcomes of Aboriginal people across regional South Australia. We need to create culturally safe clinical services (e.g. Dialysis) so that Aboriginal people feel welcome and access these services, and we need to ensure that our advocacy messages are informed by Aboriginal voices so that we contribute to culturally safe service solutions that bridge together traditional healing and mainstream services. Our work further aims to increase Aboriginal and Torres Strait Islander participation in health workforce training across South Australia. We need to build relationships to provide ongoing support to trainees and advocate with them when things are not always working so as to support retention in the system.

**Focus area:** Build collaborative partnerships. We bring together regional LHNs, consumers and other key stakeholders to work as partners, share information and benefit from the strengths of working together.





ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations</b>	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations (understand the barriers that exist and work in inclusive ways)	Nov 2025	Manager, Service Initiatives
	Establish partnership with Aboriginal Community Controlled Health Organisations	Dec 2025	Director, Strategy and Engagement
	Strengthen consumer engagement by formalising arrangements to access 'experts by experience' and Elders advice in applicable RSS led services that are provided directly to consumers	Mar 2025	Director, Projects and Partnerships
	Develop and publish to the Regional Health Hub, an RSS Directory/resource for RSS staff to use when there is consultation and/or engagement opportunities with Aboriginal and Torres Strait Islander consumers	Aug 2025	Director, Projects and Partnerships
	RSS to convene an annual symposium on regional Aboriginal Health for regional Local Health Networks	May 2025, 2026	Chief Clinical Advisor
	RSS to convene 6 regional LHN RAP working groups alongside the RSS RAP working group to share progress and to outline ideas for removing obstacles and barriers to progress	Jun 2025, 2026	Executive Director
	Formalise a process (when/how/who) for consultation with Aboriginal Health teams/workforce/Directors in LHNs when we are collaborating with our clinicians in the LHNs on service development/improvement activities <ul style="list-style-type: none"> <li>• Ensure all staff are aware of and engage the process when relevant</li> </ul>	Mar 2025	Director, Projects and Partnerships
	Assist LHNs with Aboriginal Health population and service planning (6 LHNs). (Connects with annual symposium)	Jul 2025	Director, Projects and Partnerships
	Refresh all RSS staff on best practice in developing, considering and completing Aboriginal Health Impact Statements (annually)	Jun 2025, 2026	A/Manager Communications
	Establish an Aboriginal Engagement Protocol	Jul 2025	A/Manager Communications





ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Build relationships through celebrating National Reconciliation Week (NRW)</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff	May 2025 May 2026	Chair RAP Working Group
	RAP Working Group members to participate in an external NRW event and to return and share information/ experiences/ learnings with the RSS staff	27 May - 3 Jun 2025 & 2026	Chair RAP Working Group
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW	27 May - 3 Jun 2025 & 2026	Executive Director
	Organise at least one NRW event each year (for RSS staff)	27 May - 3 Jun 2025 & 2026	Chair RAP Working Group
	Register all our NRW events on Reconciliation Australia's NRW website	May 2025, 2026	Chair RAP Working Group
<b>Promote reconciliation through our sphere of influence</b>	Share content in relevant monthly RSS newsletters and or the RSS Facebook page to promote outcomes about identified reconciliation programs of work relating to and/or benefitting the regional LHNs which are led or undertaken by the RSS <ul style="list-style-type: none"> <li>• Share content once per quarter within the RSS relating to identified reconciliation outcomes and programs of work within the RSS</li> </ul>	Jun 2025, 2026	A/Manager Communications
	Share content in relevant monthly RSS newsletters and or the RSS Facebook page to promote outcomes about identified reconciliation programs of work relating to and/or benefitting the regional LHNs which are led or undertaken by the RSS <ul style="list-style-type: none"> <li>• Development of forward planner, managed between and reflective of input from the RSS Aboriginal Collective and Communications Team. SMEs to write content</li> </ul>	Jun 2025, 2026	A/Manager Communications
	Share content in relevant monthly newsletters and or the RSS Facebook page to promote outcomes about identified reconciliation programs of work relating to and/or benefitting the regional LHNs which are led or undertaken by the RSS <ul style="list-style-type: none"> <li>• Include RSS reconciliation values top of the next RSS Strategic Plan</li> </ul>	Jun 2025, 2026	A/Manager Communications



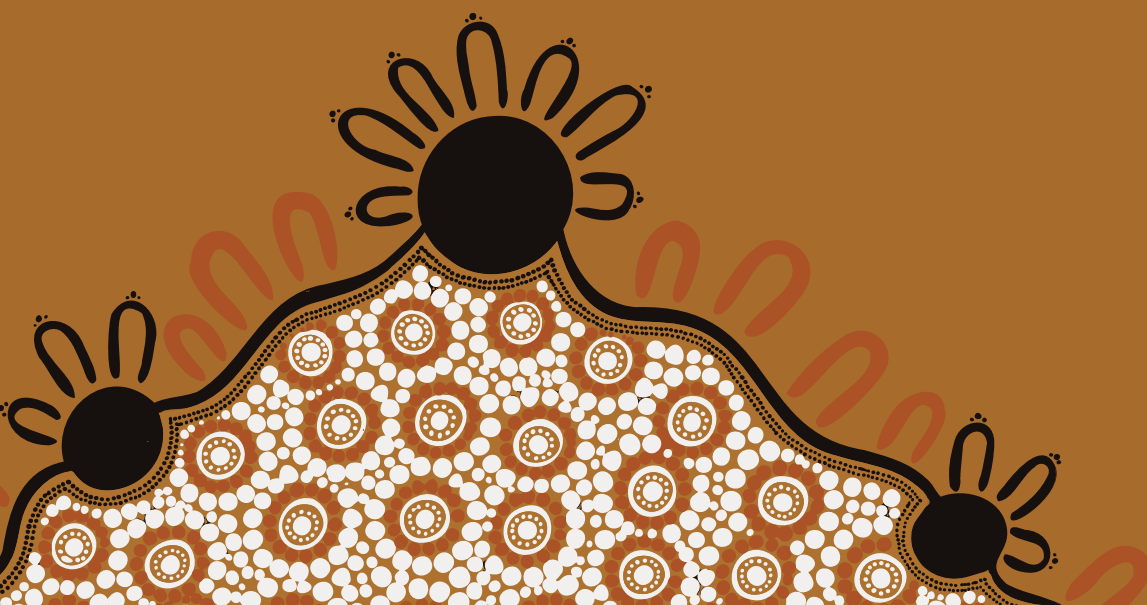
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Across the RSS, distribute quarterly stories of local Aboriginal people and history from across South Australia – to assist with our understanding of the specific lands that we are working on. Share learnings (internally) on how we have successfully responded to cultural consideration on specific Country	Jun 2025, 2026	A/Manager Communications
	Ensure the new RSS Consumer Information Framework accounts for Aboriginal consumer needs across the RSS's in-scope services	Jun 2025, 2026	Director, Strategy and Engagement
	Add to the committee membership for the RSS Clinical Collaborative Committee to include two Aboriginal voices	Oct 2025	Chief Clinical Advisor
	Be an advocate for Aboriginal Health in regional South Australia by always asking the questions: have Aboriginal people been consulted on this proposed change? Can the RSS convene the conversation?	Jun 2025, 2026	Executive Director/ RSS Directors
<b>Promote positive race relations through anti-discrimination strategies</b>	Conduct a review of clinical policies and procedures to include Aboriginal cultural considerations and anti-racism strategies	Jul 2025	Chief Clinical Advisor
	Share monthly dedicated case studies about anti-discrimination strategies and building positive race relations with Aboriginal and Torres Strait Islander patients / clients/ health service providers across the regions in the existing RSS monthly staff meeting, when those stories exist and can be shared – either RSS led work or that coming out of the regional LHNs and/or metro LHNs	Jun 2025, 2026	A/Manager Communications
	Continue to educate senior leaders and all staff on the effects of racism	Jun 2025, 2026	Executive Director
	Create an anonymous survey platform as a place where staff can ask questions on how to appropriately engage with Aboriginal and Torres Strait Islander peoples and communities to understand cultural protocols. Questions to inform the face-to-face cultural training sessions	Jul 2025	RSS RAP Working Group
	Develop, implement, and communicate an anti-racism policy for our organisation	Jun 2025, 2026	Director Workforce, Safety and Culture
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-racism policy	Jun 2025, 2026	Director Workforce, Safety and Culture



## Respect

Understanding each other and respect for each other is essential for successful relationships. The RSS core business objective is to contribute to the improvement of health outcomes for regional South Australians. This requires a trust relationship between planners, providers, and consumers. To plan and deliver services and to strengthen the rural health workforce in South Australia it is paramount to understand and respect Aboriginal and Torres Strait Islander histories and cultures so as to move forward together in improving health and access to care for regional Aboriginal and Torres Strait Islander people in South Australia. Aboriginal people can face many challenges when accessing mainstream services. These include unwelcoming hospital settings, lack of transport, mistrust of mainstream health care, a sense of alienation, and inflexible treatment options. To successfully advocate and influence service design in regional South Australia, the RSS needs to be guided by Aboriginal voices so that we can remove some of the barriers for Aboriginal people accessing care. To learn what is not working so well from our Aboriginal consumers requires trust and trust is built from respect.

**Focus area:** Build collaborative partnerships. We bring together regional LHNs, consumers and other key stakeholders to work as partners, share information and benefit from the strengths of working together.

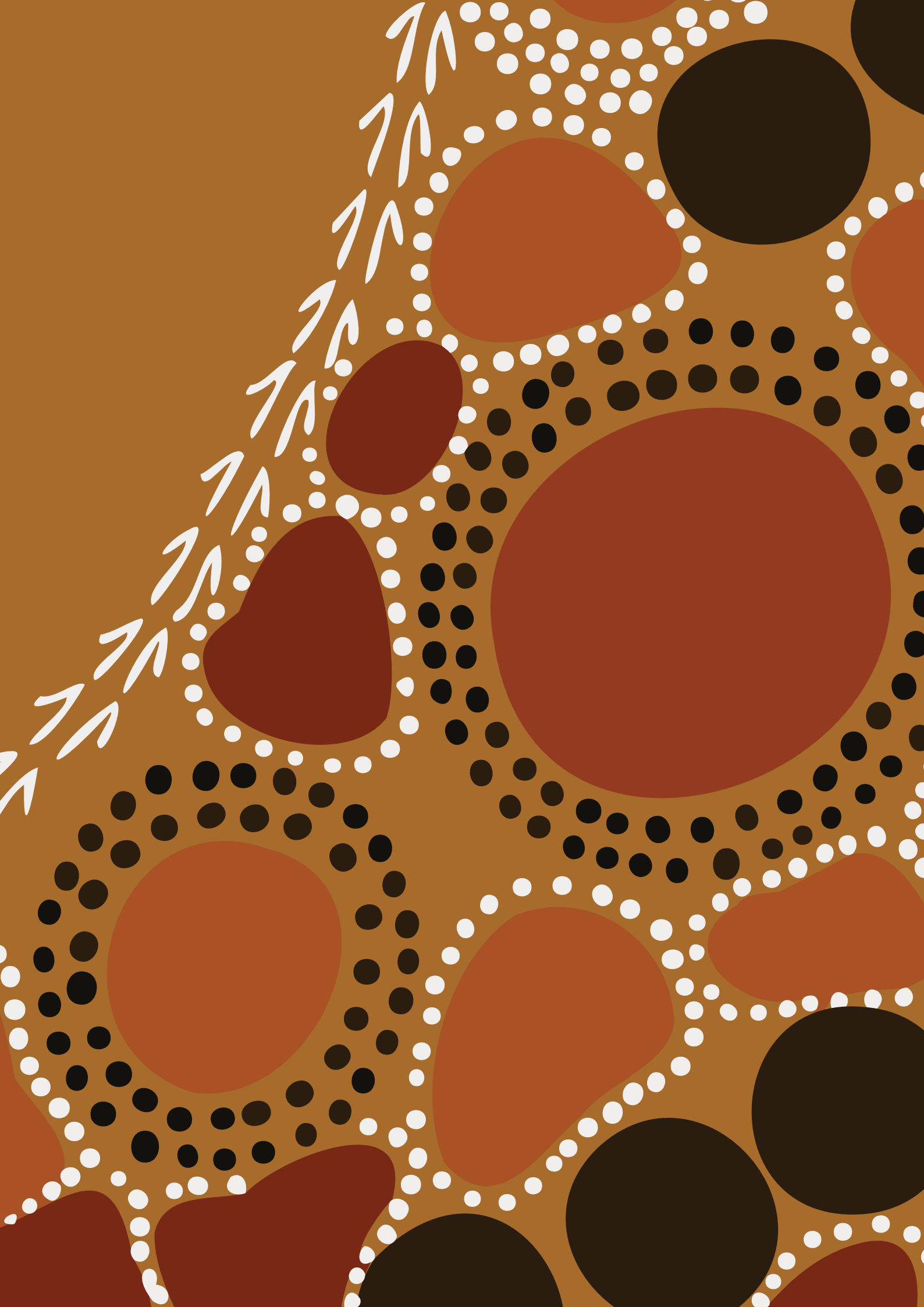






ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning</b>	Conduct an annual review of cultural learning needs within our organisation	Jan 2025	Director, Projects and Partnerships
	Develop, implement, and communicate a cultural learning strategy document for our staff	Jan 2025	Director, Projects and Partnerships
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy	Jan 2025	Director, Projects and Partnerships
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning	Jun 2025, 2026	Executive Director
	Ensure commitment to reconciliation activities is evident within all work groups in the RSS, as demonstrated by: <ul style="list-style-type: none"> <li>• Formal statement in all RSS role descriptions</li> <li>• Each work group in the RSS (e.g., Clinical and Wellbeing Services) to develop an annual plan for advancing reconciliation in their work</li> </ul>	Mar 2025	Executive Director
	In partnership with Directors of Aboriginal Health, promote within RSS clinical services, an understanding of Aboriginal and Torres Strait Islander people's view of health and expectation of health services <ul style="list-style-type: none"> <li>• Start a focused conversation with RSS clinical service providers to identify service changes required to make services more culturally safe for patients and families</li> <li>• Promote an understanding of traditional healers and how to build bridges with mainstream health service providers (for RSS staff) to enable culturally safe conversations and advocacy</li> </ul>	Jun 2025	Chief Clinical Advisor

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols</b>	Continue to implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country	Jun 2025, 2026	Executive Director
	Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings	Jun 2025, 2026	Executive Director
	Increase RSS staff understanding of the purpose and significance behind cultural protocols, including Acknowledgements of Country and the possible variations within, as well as educate people about Welcome to Country protocols	Jun 2025, 2026	Director, Projects and Partnerships
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year	Jun 2025, 2026	Executive Director
	Develop a statewide list of Traditional Owners	Dec 2025	Director of Projects and Partnerships
<b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week</b>	RAP Working Group to participate in an external NAIDOC Week event	First week in Jul 2024, 2025	Executive Director
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week	Mar 2025 Mar 2026	Director Workforce, Safety and Culture
	Promote and encourage participation in external NAIDOC events to all staff	First week in Jul 2024, 2025	RSS RAP Working Group Chair
<b>Promote Aboriginal Culture within the RSS</b>	Promote culturally safe spaces throughout our offices and public spaces	Jun 2025	Executive Director
	Display Aboriginal Art in RSS public spaces, (relevant to regional South Australia)	Jun 2025	Executive Director



# Opportunities

Opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities are important to the RSS and its core business activities in the following areas:

## **1. Employment opportunities for Aboriginal and Torres Strait Islander people**

To be an organisation that is committed to improving the health of regional South Australians, including Aboriginal and Torres Strait Islander South Australians then we need to understand and reflect our understanding in our actions. To do this well, the RSS as an entity needs to include Aboriginal and Torres Strait Islander staff, so that our attitudes and ideas and ways of working are naturally informed by Aboriginal and Torres Strait Islander beliefs and ideals, from within.

## **2. Economic Development**

Health and wellbeing for all people is underpinned not only by health service provision but also social determinants. Social determinants of health for Aboriginal people include employment and economic development. A key strategy for the RSS to contribute to the health outcomes of regional South Australians is to provide economic development opportunities for Aboriginal and Torres Strait Islander businesses as they relate to the health sector and RSS business operations.

## **3. Building a bigger regional Aboriginal Health Workforce for regional South Australia**

Access to healthcare by Aboriginal and Torres Strait Islander South Australians can only be further improved by system design informed by Aboriginal and Torres Strait Islander health professionals, service delivery by Aboriginal and Torres Strait Islander health professionals and by Aboriginal and non-Aboriginal professionals working side by side in partnership. The RSS continues to work to increase Aboriginal and Torres Strait Islander pathways into health careers and tries to provide ongoing retention support by understanding and overcoming barriers to participation.

The three priority areas outlined above are anticipated to be mutually beneficial to Aboriginal and Torres Strait Islander people and non-Aboriginal and Torres Strait Islander people for the following reasons:

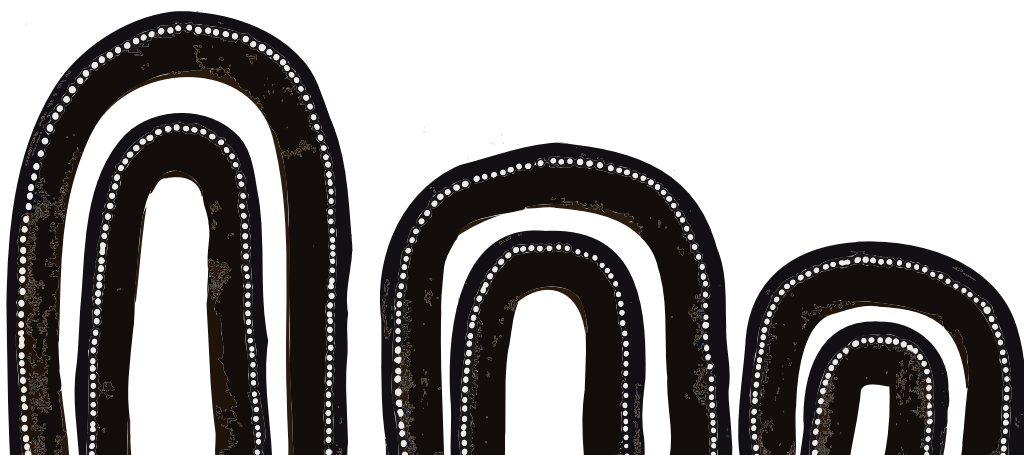
1. Increasing the proportion of Aboriginal and Torres Strait Islander people in the staffing mix of the RSS will existentially change the nature of the RSS and its subsequent actions, services and ways of working will become a more realistic reflection of the regional population of South Australia, which it serves.
2. Improving economic development for Aboriginal and Torres Strait Islander people, raises up the socio-economic status of regional South Australian populations in general.
3. South Australia has an ageing health workforce. Successfully attracting Aboriginal and Torres Strait Islander people into the health workforce will increase the overall workforce pool numbers and help meet the service needs for all regional South Australians.

**Focus area:** Enable regional workforce, build collaborative partnerships and harness new ways of working.



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development</b>	Supporting the achievement, and once achieved, the maintenance of an RSS target of at least 3.43% for employment of Aboriginal and Torres Strait Islander colleagues (circa /at least 12 staff), based on National Health Workforce Plan recommendations	Jun 2025, 2026	Director, Workforce Safety and Culture
	Review HR policies and procedures to identify possible barriers to Aboriginal and Torres Strait Islander employment inside the RSS and where appropriate take steps to influence change	Jul 2025	Director, Workforce Safety and Culture
	Create an Aboriginal senior leadership position within the RSS (director level) to provide cultural leadership internally for staff and provide leadership on health strategy matters for Aboriginal and Torres Strait Islander people in regional South Australia	Mar 2025	Executive Director
	Establish an Aboriginal Health Strategy work group within the RSS	Dec 2025	Executive Director
	Elevate our commitment to reconciliation in the RSS workplace through employment initiatives (interview questions to seek commitment / ideas from candidates about reconciliation actions)	Jan 2025	Director, Workforce Safety and Culture
	Dedicated project to improve the numbers of Aboriginal medical trainees and also opportunities for all rural medical trainees to experience Aboriginal Health (mentoring and support when they have a placement) <ul style="list-style-type: none"> <li>• Ensure appropriate communications are considered and implemented to help profile these roles, and profile the people appointed to them</li> </ul>	Jul 2025	Chief Clinical Advisor
	Formally monitor statewide and national efforts in reconciliation in health and promote and share opportunities across the 6 local health networks monthly	Jun 2025, 2026	Director, Projects and Partnerships
	Explore and promote grant funding opportunities to promote reconciliation in health sector	Jun 2025, 2026	Director, Projects and Partnerships

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes</b>	Report against targets for RSS contracts and procurements with Aboriginal and Torres Strait Islander owned businesses every 6 months	Jun 2025, 2026	Contracts Manager
	Monitor use of the South Australian Aboriginal Business Directory and RSS target for contracts and procurements with Aboriginal and Torres Strait Islander owned businesses	Jun 2025, 2026	Contracts Manager
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to RSS staff	Jan 2025	Director, Projects and Partnerships
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses	Jan 2025	Director, Projects and Partnerships
	Assist LHNs with strengthening ABF funding reporting for Aboriginal client activity	Jan 2025	Director, Business and Financial Services
<b>Increase support and connectivity for regional Aboriginal Health Practitioners</b>	Implement an Aboriginal and Torres Strait Islander Health Practitioner Clinical Lead position within the RSS	Dec 2025	Executive Director
	The RSS to manage a Community of Practice for regional Aboriginal Health Practitioners and Aboriginal Liaison Officers	Dec 2025	Workforce Strategist

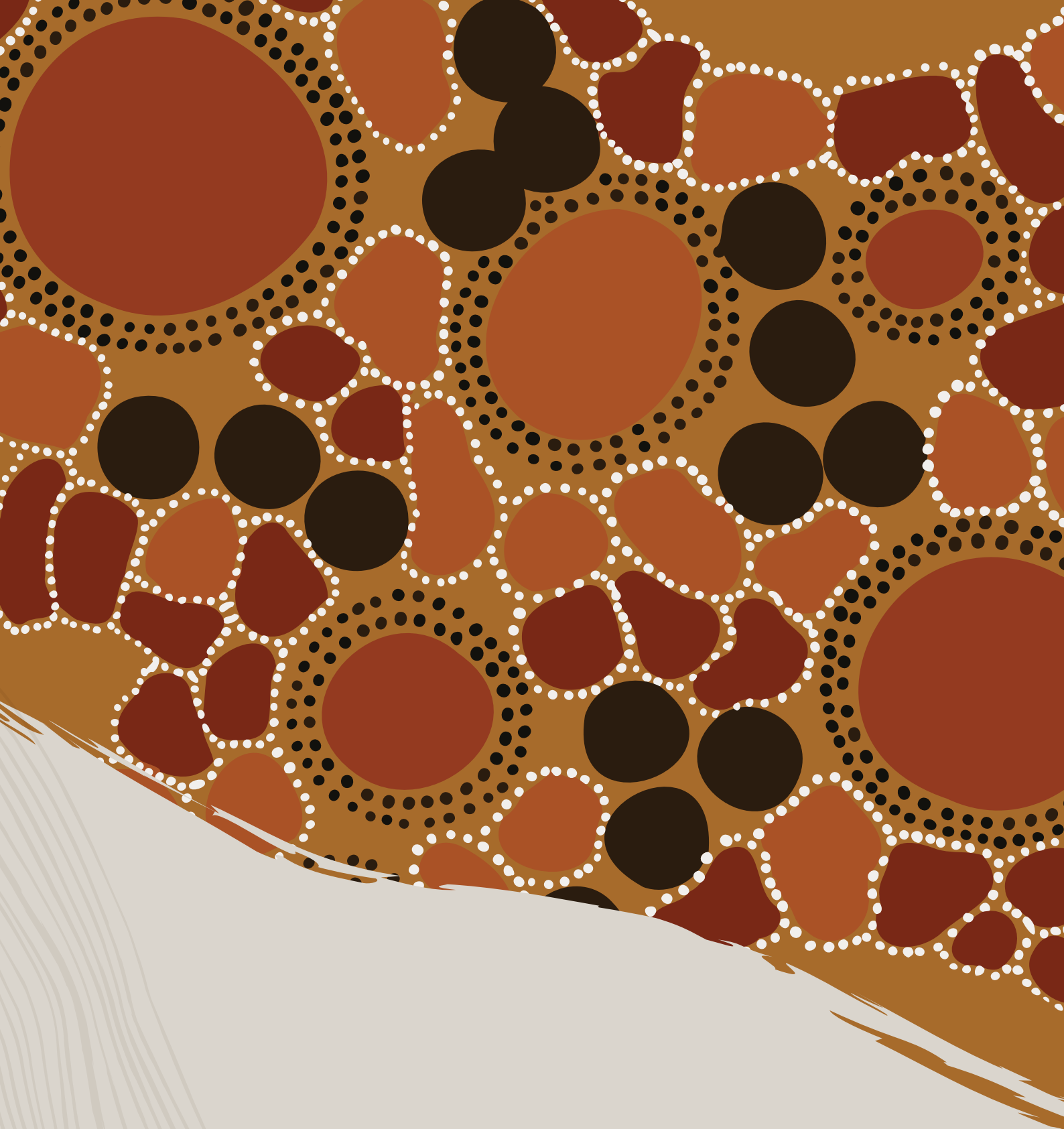






## Governance

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP</b>	Review the Terms of Reference for the RAP Working Group	Jun 2025, 2026	Chair RSS RAP Working Group
	Maintain Aboriginal and Torres Strait Islander representation on the RAP (at least 3 representatives and rotating monthly participation or as needed)	Jun 2025 Jun 2026	Executive Director
	Meet monthly	Jun 2025 Jun 2026	Chair RSS RAP Working Group
	Define resource needs for RAP implementation	Jan 2025	Chair RSS RAP Working Group
	Engage our senior leaders and other staff in the delivery of RAP commitments	Jan 2025	Chair RSS RAP Working Group
	Define and maintain appropriate systems to track, measure and report on RAP commitments	Jan 2025	Chair RSS RAP Working Group
	Appoint and rotate (minimum of 3) internal RAP Champions from senior management	Jan 2025 Jan 2026	Chair RSS RAP Working Group
<b>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally</b>	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence	Jun annually	Chair RSS RAP Working Group
	Disseminate the work of the RAP working group across the RSS by sharing stories in the all-staff forums	Jul 2025 Jun 2026	Chair RSS RAP Working Group
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey	1 Aug annually	Chair RSS RAP Working Group
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia	30 Sept, annually	Chair RSS RAP Working Group
	Report RAP progress to all RSS staff and senior leaders quarterly	Jun 2024, 2025 Sep 2024, 2025 Dec 2024, 2025 Mar 2025, 2026 Jun 2026	Chair RSS RAP Working Group
	Publicly report our RAP achievements, challenges and learnings, annually	Dec 2025 Jun 2026	Executive Director
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer	May 2025	Chair RSS RAP Working Group
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP	Jul 2026	Chair RSS RAP Working Group
<b>Continue our reconciliation journey by developing our next RAP</b>	Register via Reconciliation Australia's website to begin developing our next RAP	Jan 2026	Chair RSS RAP Working Group



## For more information

### Rural Support Service

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### Disclaimer

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