



All Care Health Services Group

Reflect  
**Reconciliation  
Action Plan**

December 2020 – December 2021

## Acknowledgement of Country and Traditional Owners

allcare acknowledges the First Peoples of Australia and recognises their ongoing role as Traditional Owners of the land and waters of this country. We believe there is much work to be done to progress reconciliation and move forward together. We are proud to work alongside Aboriginal and Torres Strait Islander peoples, advancing opportunities for Aboriginal and Torres Strait Islander clients and communities, celebrating their contributions and learning more about their rich histories and cultures.

By recognising the past and investing in the future, allcare hopes to help shape a nation in which all Australians can share social and financial equity.

We pay our respects to this country's First Peoples, and to their Elders past, present and future.

## Artwork & Artist

allcare commissioned local Indigenous artist Zachary Bennett-Brook to produce an artwork that now takes pride of place at our allcare Head Office. The artwork developed by Zachary has been used as inspiration throughout this Reconciliation Action Plan.

Zachary is an award-winning artist with Torres Strait Islander heritage who grew up in Wollongong (Dharawal Country). Drawing inspiration from the natural surrounds and the cultural heritage of his people who have always lived near water environments, the ocean is often represented in his artworks.

It was during his high school years, that Zachary discovered his passion to paint personal stories within his artworks and combine both his surf and Indigenous cultures together in a modern manner.

We are delighted to support this talented young local artist, and celebrate the Aboriginal culture of our area.



## Feedback

We welcome feedback on our Reflect Reconciliation Action Plan 2020-2021. Please email us at [info@allcare.org.au](mailto:info@allcare.org.au)

## CEO's message

**This Reconciliation Action Plan embodies the commitment of All Care Health Services Group (“allcare”) to attainment of reconciliation with Australian First Peoples.**

The mission of allcare is “to facilitate quality, affordable, innovative, efficient, and personalised in-home care services”.

A key to this mission is the need for personalised services that are inclusive and available to all. Therefore, essential to this mission is the word **all**.

It would be a failing of allcare to not acknowledge that in many areas Australian First Peoples do not enjoy parity in length and quality of life with their fellow Australians.

Australians Together, an Indigenous not-for-profit has provided the below information, which has helped to shape the perspective of allcare in preparing this Reconciliation Action Plan:

- Median weekly income for Indigenous Australians was \$542 in 2014-15 compared with \$852 for non-Indigenous Australians.
- In 2016, Indigenous children experienced 1.7 times higher levels of malnutrition than non-Indigenous children.
- About 62% of Indigenous students finished year 12 or equivalent in 2014-15, compared to 86% of non-Indigenous Australians.
- In September 2017, Indigenous prisoners represented 27% of the total full-time adult prisoner population, whilst accounting for approximately 2% of the total Australian population aged 18 years and over.

These statistics quantify the reality that Aboriginal and/or Torres Strait Islander peoples live.

This reality was underlined by Reconciliation Australia’s State of Reconciliation in Australia Report, which challenges governments and corporate organisations to address outstanding issues including race relations, equality and the ways in which governments and the corporate sector engage with Aboriginal and Torres Strait Islander peoples.

It is because of statistics and reports like the above that allcare recognises we can, and must, do more.

This Reconciliation Action Plan reflects our unique approach to how we will work with Aboriginal and/or Torres Strait Islander peoples in Australia. Through our commitments in this Reconciliation Action Plan, we will acknowledge and respect the rights of Aboriginal and Torres Strait Islander peoples and contribute to their sustainable long-term economic empowerment, social priorities and cultural well-being.

We are particularly grateful to the people who have helped us understand Aboriginal and Torres Strait Islander priorities, perspectives and approaches. It has, and will continue to be, a true priority of allcare to drive toward prosperity across the Aboriginal and Torres Strait Islander communities.

My commitment is that I will provide regular updates on our progress.



Onward.



**Christopher Murphy**

All Care Health Services Group Pty Ltd  
Chief Executive Officer



## Our Business

All Care Health Services Group Pty Ltd ('allcare') is an in-home aged care operator, providing client directed services to older Australian. allcare is accredited by the Australian Government Department of Health to provide services under the both the Commonwealth Home Care Package Program and the Commonwealth Home Support Program. allcare also provides services directly to clients on a Fee-for-Service arrangement.

allcare provides clinical care services, domestic assistance services and in-home personal care services. Currently, allcare assists more than 300 clients, and provides more than 4,000 hours of client directed care every 30 days.

We are very proud of the impact that we have in the local community, and expect that our impact will only continue to grow. At the core of our mission is customer centricity. As a business, we are convinced that healthcare providers must shift the focus of healthcare from one focused on volume and profitability of services rendered to a focus on **consumer outcomes**. We have built our business by taking the time to ask our customers questions, listening very carefully to their responses and doing exactly as they have asked.



“ Build a coalition of individuals that enjoy creating something from nothing with the sole purpose of helping others to live their best life possible. ”



Here at allcare, we are convinced that the only way to continue on this path, is by controlling our own sphere of influence — that is, build a coalition of individuals that enjoy creating something from nothing with the sole purpose of helping others to live their best life possible.

**Our team comprises close to 75 members, with an estimated full time equivalency of 40 roles. Under the auspice of this RAP we are committed to gaining a more detailed understanding of our current workforce profile (including the number of Aboriginal and/or Torres Strait Islander employees) and proactively taking steps to strengthen our diverse and inclusive organisational culture.**

Our reach currently extends up and down the Eastern Seaboard of Australia, with clients in New South Wales, Queensland the Australian Capital Territory. Our headquarters is in Wollongong, with satellite offices in Brisbane. Despite the broad geographic dispersion of allcare, we are primarily active in regional Australia.

## Our Reconciliation Action Plan

Here at allcare, our service offering places strong emphasis on client preferences. As a result, we believe that it is our duty to support and enable all staff and clients to direct the care that they wish to receive. We believe that this Reconciliation Action Plan strengthens our commitment to providing choice and control, particularly for those clients and team members who identify as Aboriginal and/or Torres Strait Islander people.

**By adopting the framework and pillars provided through this Reconciliation Action Plan, we want to continue to build an inclusive environment where everyone can be their best self.**

At allcare, our guiding philosophy is customer centricity. Taking the time to truly understand our clients is what differentiates us from other sub-acute healthcare providers. We actively do 'with' rather than 'for' our clients. This guiding philosophy also extends to the treatment of our staff. At allcare we hold regular Employee Roadshows, where staff are openly encouraged to provide feedback, and identify areas of organisational improvement. We believe that this helps to ensure that allcare is building an open, inclusive and diverse cultural team.

It is this same open, collegiate and collaborative approach that we will apply to the implementation of our RAP. Our accountable job positions will work with our staff through formal structures such as the RAP Working Group to help drive our RAP forwards, and deliver on its stated commitments. As our commitment to inclusion forms part of our organisational corporate strategy, the person ultimately responsible for successful implementation of the RAP is our Chief Executive Officer, who also acts as our RAP Champion.

**We believe that this Reconciliation Action Plan strengthens our commitment to providing choice and control, particularly for those clients and team members who identify as Aboriginal and/or Torres Strait Islander people.**

As the first activity with allcare's RAP, we will establish a formal working group known as the allcare RAP Working Group (RWG). The RWG will include senior representatives from within allcare as well as team members from each level of the organisation. The RWG will have clear authority to action and reports directly to the Board.

We will implement our RAP through already established forums within our organisation. Firstly, allcare facilitates quarterly employee roadshows we bring together our team to engage in team bonding and training activities. We will use these roadshows to educate allcare staff about the need for diversity and inclusion as well as how we can challenge our own unconscious biases in our everyday lives. Further, our Quality and Improvement Committee is responsible for maintaining and providing revisions to allcare policies. Through these forums, allcare is able to continuously identify and act on opportunities for improvement relating to its policies, processes and procedures so that they are and remain customer-centric and lead to the best possible outcomes for clients and staff. This will include reviewing the policies within allcare through the RAP framework.

## Partnerships and Current Activities

allcare is extremely active within the communities in which it operates, acknowledging that we have an obligation to positively contribute to the communities that choose us to meet their caring needs. This RAP provides us with an opportunity to further strengthen our community ties, by present us with an opportunity to lay the foundations to building respectful and mutually beneficial relationships in collaboration with Aboriginal and Torres Strait Islander peoples, organisations and communities.

We are committed to educating the broader community and have participated in events such as National Reconciliation Week 2020 through social media posts and other internal information sharing campaigns. We intend to continue these activities, and expand upon them.

We are committed to engaging with future local, regional and national events related to reconciliation. We are committed to continuous improvement and look forward to further implementing the structures articulated in the RAP and progress allcare's engagement with reconciliation and Aboriginal and/or Torres Strait Islander peoples.

“ We are committed to partnering with organisations within the communities in which we provide care, in an effort to engage in local, regional and national conversations regarding reconciliation. ”

# Our allcare Reconciliation Action Plan structure

The structure of our Reflect RAP is reflective of, and consistent with, our broader people and culture strategy. It seeks to maximise the contribution we believe we can make to the lives of Aboriginal and Torres Strait Islander peoples. Our focus areas are relationships, respect, opportunities and governance.



We have divided this document into four sections, each aligned with one of our focus areas. Each section articulates the action we will take, the deliverables associated with each action, a timeframe and a key responsible individual.



# Relationships

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>1</b> Establish and strengthen 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.	February 2021	Client Experience Officer
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	February 2021	Chief Executive Officer
<b>2</b> Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2021	Client Experience Officer
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2021	Chief Executive Officer
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2021	Chief Executive Officer
<b>3</b> Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	January 2021	Client Experience Officer
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	March 2021	Client Experience Officer
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	March 2021	Client Experience Officer
<b>4</b> Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	May 2021	Executive Officer
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	May 2021	Executive Officer



# Respect

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p><b>5</b> Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</p>	<p>Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.</p>	<p>March 2021</p>	<p>Group Strategy Manager</p>
	<p>Conduct a review of cultural learning needs within our organisation.</p>	<p>March 2021</p>	<p>Group Strategy Manager</p>
<p><b>6</b> Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</p>	<p>Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.</p>	<p>June 2021</p>	<p>Client Experience Officer</p>
	<p>Increase our team's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</p>	<p>April 2021</p>	<p>Client Experience Officer</p>
<p><b>7</b> Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</p>	<p>Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.</p>	<p>4 July 2021</p>	<p>Chief Executive Officer</p>
	<p>Introduce our staff to NAIDOC Week by promoting external events in our local area.</p>	<p>4 July 2021</p>	<p>Chief Executive Officer</p>
	<p>RAP Working Group to participate in an external NAIDOC Week event.</p>	<p>4 July 2021</p>	<p>Chief Executive Officer</p>



# Opportunities

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>8</b> Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	June 2021	Group Strategy Manager
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2021	Executive Officer
<b>9</b> Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	September 2021	Group Strategy Manager
	Investigate Supply Nation membership.	September 2021	Group Strategy Manager



# Governance

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>10</b> Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation.	January 2021	Chief Executive Officer
	Draft a Terms of Reference for the RWG.	January 2021	Chief Executive Officer
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	February 2021	Chief Executive Officer
<b>11</b> Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	February 2021	Group Strategy Manager
	Engage senior leaders in the delivery of RAP commitments.	January 2021	Chief Executive Officer
	Define appropriate systems and capability to track, measure and report on RAP commitments.	March 2021	Group Strategy Manager
<b>12</b> Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2021	Group Strategy Manager
<b>13</b> Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	30 September 2021	Group Strategy Manager

## Contact

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## Sponsor

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