

Royal Rehab Group Reconciliation Action Plan

September 2025 - September 2027



**RECONCILIATION
ACTION PLAN**

INNOVATE



Royal Rehab Group

EMPOWERING INDEPENDENCE



Acknowledgement of Country

Acknowledgement of country - Royal Rehab Group acknowledges the Traditional Custodians throughout Australia and pay our respects to their Elders past and present.

We recognise the ongoing connection of Aboriginal and Torres Strait Islander peoples to land, waters, and community, and extend that respect to all First Nations peoples.

We are committed to the ongoing journey of reconciliation, working together to ensure our services are culturally safe, equitable and respectful for all.



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About the artist

Sabrina Spencer lives in the small Aboriginal community of Willowra, 300 kilometres north-west of Alice Springs. Sabrina paints predominantly two major Dreaming stories one being the Bush Onion or Bush Medicine.

Sabrina paints in a reduced or monochromatic palette when painting the stories. The bush onion is an important source of food that is collected by the women, and it grows around waterholes in Sabrina's country. The women collect, cook and eat the nutritious onion. The waterholes around which the onion grows is depicted in Sabrina's paintings as the central roundel and the myriad of white dots and then the dotted lines are representative of the onion. Through repetition of pattern, Sabrina creates movement and depth and an overall contemporary aesthetic.





Our vision for reconciliation

Royal Rehab Group's vision is for a disability and healthcare system unified in delivering culturally safe, equitable, and high-quality services to improve the lives and wellbeing of Aboriginal and Torres Strait Islander peoples. We recognise the existing inequalities in health and wellbeing and are committed to acknowledging shared history, respecting culture and promoting equity.

Our journey towards reconciliation is grounded in listening with genuine understanding, learning through engagement, and walking together with purpose. We commit to building a future where equality and cultural respect are the foundation of our care and support for all communities.

Respect Australia CEO statement



Reconciliation Australia commends Royal Rehab 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 Royal Rehab 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, Royal Rehab will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Royal Rehab is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

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

Karen Mundine

Chief Executive Officer
Reconciliation Australia

Royal Rehab Group CEO statement



Royal Rehab Group recognises that we have a responsibility to deliver services that are culturally safe, equitable, and of the highest quality for all people. Our Innovate Reconciliation Action Plan represents a meaningful step forward in our commitment to improving the lives, health, and wellbeing of Aboriginal and Torres Strait Islander peoples.

We recognise that Aboriginal and Torres Strait Islander peoples continue to experience inequalities in health and wellbeing. These disparities are deeply connected to Australia's shared history, and addressing them requires honesty, respect, and sustained action. This RAP moves us beyond reflection and into purposeful action, embedding reconciliation into how we deliver care, design services, and support our workforce.

Through this Innovate RAP, we commit to strengthening culturally safe practices, building respectful and genuine relationships, and promoting equity across our organisation. We will continue to build cultural capability among our people, listen to Aboriginal and Torres Strait Islander voices, and work in partnership to ensure our services are responsive, inclusive, and accessible.

Reconciliation is fundamental to the way we care for and support the communities we serve. By acknowledging our shared history, respecting culture, and addressing systemic inequities, we commit to building a future where equality and cultural respect are the foundation of our care and support for all communities.

As CEO, I am proud to support this Innovate Reconciliation Action Plan and to work alongside our leadership team to ensure we are unified in our commitment to reconciliation. Together, we will continue to learn, act, and be accountable for creating positive and lasting change.

A stylized, handwritten signature in black ink, consisting of several fluid, overlapping strokes.

Matt Mackay
Chief Executive Officer
Royal Rehab Group



Our business

Established in 1899, Royal Rehab is a for-purpose organisation with specialist expertise in neurological and spinal cord injury rehabilitation and disability services. We are motivated by a bold vision for a world without limits for people with disability, illness and injury.

Our goal, the reason for our existence, is to empower people to reach their potential. Following the expansion of services provided, we now offer a wider range of high-quality, person-centric services, enabling thousands of people every year to address their disability, employment, health, and training needs. A culture of enquiry and a restlessness for a better world for those we serve means that education and research continue to be priorities as we embrace knowledge and opportunities for innovation.

We employ 1679 people and are actively working to strengthen our understanding of the Aboriginal and/or Torres Strait Islander identities of our workforce. At present, we have identified 36 employees who have voluntarily identified as Aboriginal and/or Torres Strait Islander people. We are committed to ongoing data collection initiatives to ensure that our information is as accurate and up to date as possible.

Our key stakeholders include employees, patients, clients, guests, carers, and local communities. We recognise that our unique contribution to reconciliation lies in our ongoing efforts to close the gap in access and outcomes across healthcare, disability care, disability employment services, and training and education. Through our work, we continue to respect and celebrate the cultures and rights of First Nations Australians, and we acknowledge our shared history – particularly as it relates to health and wellbeing. Our commitment is to foster an inclusive environment and support equitable opportunities and outcomes for Aboriginal and Torres Strait Islander peoples.



Spanning over 30 locations across New South Wales, Queensland and Victoria, our operations include our flagship Royal Rehab Ryde hospital, private rehabilitation hospitals, disability services and a purpose-built resort for people with spinal cord injury:

- Royal Rehab Private Ryde
- Royal Rehab Ryde Public Services
- Royal Rehab Private Petersham
- Royal Rehab LifeWorks
- Breakthru
- Sargood on Collaroy
- FNQ Health & Fitness
- Precision Health Care Dubbo
- Royal Rehab Foundation



Our RAP

Royal Rehab is committed to furthering reconciliation and creating a culturally safe and inclusive environment, emphasising equal opportunities for all.

The development of our Reconciliation Action Plan (RAP) is driven by our desire to address inequalities within healthcare, improve cultural understanding, and promote meaningful connections. This plan provides a structured framework that allows Royal Rehab to enhance relationships, show respect, and create opportunities for Aboriginal and Torres Strait Islander communities across our service areas.

Our RAP Working Group is championed by our Chief People Officer, who acts as the executive sponsor, providing strong leadership and ensuring that reconciliation is prioritised at the highest levels of our organisation. The chair of the RAP Working Group leads the coordination and delivery of RAP actions, ensuring regular reporting to executive leadership and fostering collaboration across the organisation.

Our cross-functional RAP Working Group includes representation from across business units and features both Aboriginal and Torres Strait Islander voices and leaders committed to advancing reconciliation. The group drives implementation and advocacy for RAP actions, supported by a clear governance structure.

Progress is reported through our Quality and Safeguards Subcommittee to the Board, ensuring executive and governance-level accountability.

We also acknowledge and appreciate the ongoing commitment, input, and engagement from leaders at all levels of the organisation. Their active support plays a vital role in embedding reconciliation into our culture and day-to-day work.

We gratefully acknowledge the significant input, guidance, and engagement of those listed below. Their collaboration and dedication were instrumental in developing our Innovate RAP, ensuring it was informed by Aboriginal and Torres Strait Islander knowledge, reflected broad organisational perspectives, and set a strong foundation for meaningful and sustained action.

Chief people Officer (Executive Sponsor)

Quality, Safety & Risk Manager (Chair)

**Advanced Technology Clinical Lead
& Senior Physiotherapist**

Clinical Coordinator, Royal Rehab Hospitals

Clinical Operations Manager, Sargood

Director Clinical Services, Hospitals

Director Community & Allied Health

**Disability Support Worker, Breakthru
Community Services**

**Disability Support Worker, Breakthru
Community Services**

Executive Manager, Learning & Development

Chief Risk Officer

**FMHSS Team Leader, Breakthru
Community Services**

Foundation & Executive Co-Ordinator

General Manager, Home & Living

Regional Manager, Breakthru Community Services

Quality Safety & Risk Manager, Hospitals



We currently have two Aboriginal and/or Torres Strait Islander representatives on our RAP Working Group. This representation ensures Aboriginal and Torres Strait Islander perspectives are present and valued in guiding our reconciliation initiatives.

Royal Rehab is committed to working alongside Aboriginal and Torres Strait Islander communities to support improved health outcomes and greater equity through Reconciliation. The RAP strengthens our commitment to providing culturally safe, high-quality care by embedding cultural knowledge, perspectives, and practices across our services. Our RAP reflects an approach that values Aboriginal and Torres Strait Islander cultures and supports meaningful access to culturally informed supports for individuals, families and communities. It also helps us build respectful, reciprocal relationships grounded in trust and collaboration, while demonstrating our genuine commitment to reconciliation through practical, measurable actions. Finally, the RAP supports us to continue to build a culturally safe and inclusive workplace where Aboriginal and Torres Strait Islander voices are recognised, respected, and empowered, and where all staff are encouraged to grow in cultural capability and understanding.

Since implementing our Reflect RAP, Royal Rehab has committed to actions that support reconciliation at multiple levels. These include increasing the recruitment and retention of Aboriginal and Torres Strait Islander staff, deepening partnerships with relevant stakeholders, and engaging in cultural education. Our journey, enhanced by our merger with Breakthru, has allowed us to expand our reach across 25 sites, fostering inclusivity from metropolitan to regional communities across New South Wales, Queensland, and Victoria.

Our RAP is not just a framework but a reflection of Royal Rehab's commitment to a more equitable future for all Australians, integrating cultural safety into everyday practice and building a collaborative foundation for long-term change.

Relationships



Building strong relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians is fundamental to the Royal Rehab Group as it directly supports our vision for reconciliation for a culturally safe and equitable healthcare and disability system. These relationships allow us to connect meaningfully with communities, fostering trust, understanding, and collaboration that enhance our services and their impact. By engaging in open communication, sharing experiences, and building partnerships based on mutual respect, we create a foundation for genuine inclusion and shared progress.

Strengthening these connections helps us support communities in building on their strengths and achieving greater equity for Aboriginal and Torres Strait Islander peoples in healthcare and disability services. Through ongoing engagement and learning, we ensure our approach is trauma-informed and culturally responsive, while supporting the development of governance and practices that honour cultural heritage. Together, we aim to walk alongside First Nations peoples, promoting equity and delivering high-quality services that reflect our commitment to reconciliation and community wellbeing.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	July 2026	Chief Risk Officer
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2027	Chief Risk Officer
2. Build relationships and connections through celebrating National Reconciliation Week (NRW), 27 May–3 Jun, and other significant events.	Continue to circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	April 2026 & 2027	Quality, Safety & Risk Manager (Chair)
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2026 & 2027	Quality, Safety & Risk Manager (Chair)
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2026 & 2027	Chief People Officer
	Organise at least one NRW event each year.	27 May- 3 June, 2026 & 2027	Quality, Safety & Risk Manager (Chair).
	Register all our NRW events on Reconciliation Australia's NRW website.	April 2026 & 2027	Quality, Safety & Risk Manager (Chair).

	Increase participation and raise awareness around Aboriginal and Torres Strait Islander cultural events and significant dates.	April 2026	RAP Chair
	Promote around Aboriginal and Torres Strait Islander external events and encourage participation for teams.	May 2026	Foundation & Exec Co-ordinator
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	January 2026	Chief People Officer
	Continue to communicate our commitment to reconciliation publicly.	January 2027	Executive Manager, Marketing
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	October 2026	Chief Risk Officer
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	October 2026	Chief Risk Officer
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	April 2027	Chief People Officer
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	July 2026	Chief People Officer
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	October 2026	Chief People Officer
	Continue to provide education to senior leaders on the effects of racism.	October 2025 & 2026	Chief People Officer
5. Develop an Aboriginal and Torres Strait Islander Health Plan in partnership with Aboriginal and Torres Strait Islander communities.	Establish a governance and monitoring structure to oversee the co-design, implementation, and evaluation of the Health Plan.	January 2026	Executive Director, Hospitals
	Research best practice approaches in Aboriginal and Torres Strait Islander health and leverage existing partnerships to inform the design and implementation of the Plan.	September 2025	Executive Director, Hospitals



Respect

Respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights is fundamental to our organisation because it is essential in creating cultural safety and improving health and disability outcomes for Aboriginal and Torres Strait Islander peoples.

Recognising and valuing these strengths helps us provide care that is respectful, inclusive, and responsive to the needs of First Nations clients. Through a deep understanding and appreciation of Aboriginal and Torres Strait Islander histories and cultures, we work to build trust and meaningful relationships that support positive journeys.

Action	Deliverable	Timeline	Responsibility
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	October 2025	Executive Manager, Learning & Development
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	October 2025	Executive Manager, Learning & Development
	Develop, implement, and communicate a cultural learning strategy document for our staff.	October 2025	Executive Manager, Learning & Development
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	October 2026	Executive Manager, Learning & Development
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	October 2026	Executive Manager, Learning & Development
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	July 2026	Quality, Safety and Risk Manager
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	October 2026	Chief People Officer
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	October 2026	Chief People Officer
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	1st week July 2026 & 2027	Quality, Safety & Risk Manager (Chair)
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	July 2026 & 2027	Chief People Officer
	Promote and encourage participation in external NAIDOC events to all staff.	1st week July 2026 & 2027	Chief People Officer

Opportunities

We value opportunities for Aboriginal and Torres Strait Islander peoples, organisations, and communities because they are fundamental to achieving our vision. These opportunities enable us to embrace the unique strengths, perspectives, and cultural knowledge that Aboriginal and Torres Strait Islander peoples bring to our organisation and the broader community. By offering tailored employment pathways, inclusive procurement practices, and professional development initiatives, we create an environment where all people – especially those from First Nations backgrounds – can thrive and reach their full potential. These efforts also enhance the cultural safety of our organisation, fostering respect, inclusion, and the integration of diverse cultural perspectives into our practices and decision-making.

As a provider of healthcare and disability care, including disability employment services, we value these opportunities because they enable us to support meaningful employment for Aboriginal and Torres Strait Islander peoples living with disabilities, as well as professional development for our First Nations employees. This aligns with our core purpose by breaking down barriers and fostering an inclusive workplace where everyone can contribute, grow, and succeed. Through these initiatives, we aim to set a new standard in care and support, demonstrating our commitment to reconciliation and shared prosperity.



Action	Deliverable	Timeline	Responsibility
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	January 2026	Chief People Officer
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	January 2027	Chief People Officer
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	January 2027	Chief People Officer
	Review HR and recruitment procedures and policies to remove any potential barriers to Aboriginal and Torres Strait Islander participation in our workplace.	January 2027	Chief People Officer
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders	April 2027	Chief People Officer
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	October 2026	Chief Finance Officer
	Investigate Supply Nation membership.	July 2025	Chief Finance Officer
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	July 2025	Chief Finance Officer
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	July 2025	Chief Finance Officer
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	April 2027	Chief Finance Officer



Governance

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Action	Deliverable	Timeline	Responsibility
1. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	July 2026 & 2027	RAP Chair
	Review, update as required and continue to apply the Terms of Reference for the RWG.	January 2026 & 2027	RAP Chair
	Meet at least four times per year to drive and monitor RAP implementation.	October 2025, January 2026, April 2026, July 2026, October 2026, January 2027, April 2027, July 2027	RAP Chair
2 Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	October 2025	Quality, Safety & Risk Manager (Chair)
	Continue to engage our senior leaders and other staff in the delivery of RAP commitments.	April 2026 & 2027	Chief Risk Officer
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	October 2025	Quality, Safety & Risk Manager (Chair)
	Maintain an internal RAP Champion from senior management	July 2026 & 2027	Chief People Officer
3. 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 annually	Quality, Safety & Risk Manager (Chair)
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Quality, Safety & Risk Manager (Chair)
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Quality, Safety & Risk Manager (Chair)
	Report RAP progress to all staff and senior leaders quarterly.	October 2025, January 2026, April 2026, July 2026, October 2026, January 2027, April 2027, July 2027	Chief Risk Officer
	Publicly report our RAP achievements, challenges and learnings, through our annual report.	November 2025 & 2026	Chief Risk Officer
	Investigate participate in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2026	Chief People Officer
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	September 2027	Chief Risk Officer
4. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2027	Chief Risk Officer

Contact

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