



RECONCILIATION
ACTION PLAN

INNOVATE

Riverland Mallee Coorong Local Health Network

INNOVATE

Reconciliation Action Plan

July 2025 to June 2027



Government
of South Australia

Health

Riverland Mallee Coorong
Local Health Network

Aboriginal readers are advised that this publication may contain images and names of deceased persons.

Acknowledgement of Country

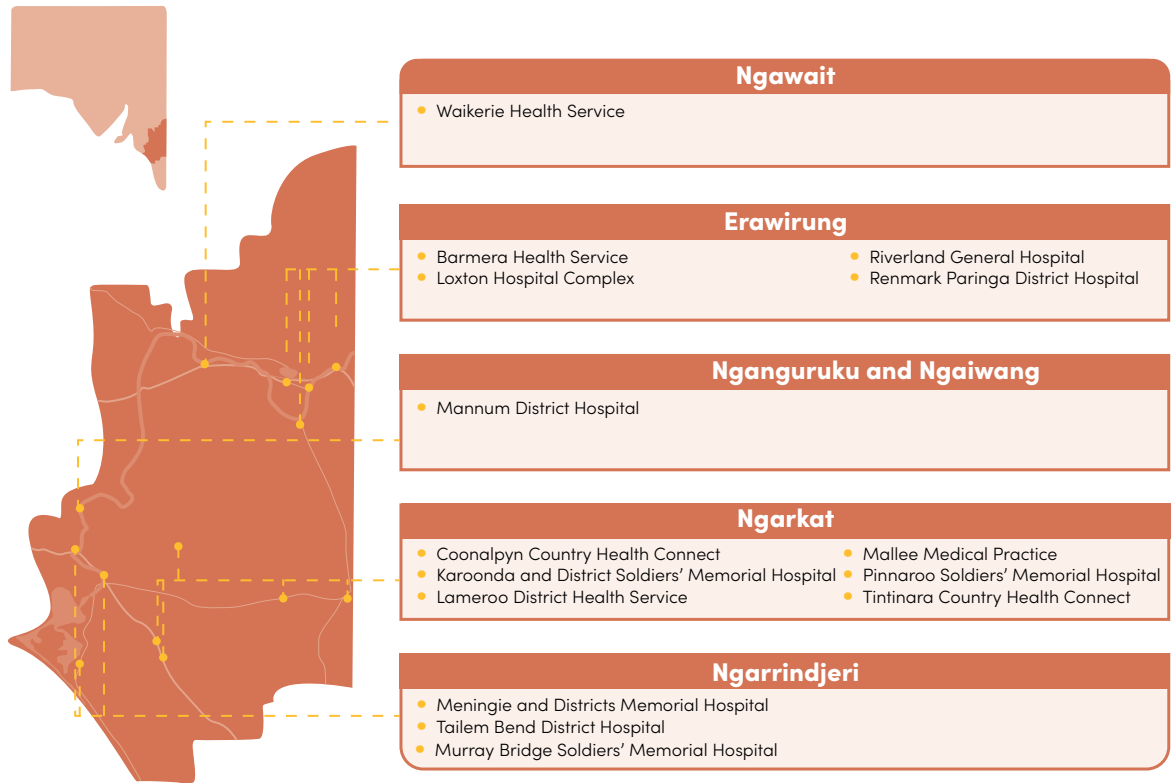
We acknowledge Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the lands of the Riverland Mallee Coorong Local Health Network (RMCLHN). We acknowledge and respect their deep spiritual connection and relationship to land, air, seas, waters, community and Country and that their beliefs are an important focus of the past, present and future and commit to building a brighter future together.

We acknowledge that ‘Aboriginal and Torres Strait Islander business is everyone’s business’ and we will work in partnership with Aboriginal and Torres Strait Islander peoples to improve their health and wellbeing.

Please note throughout the document the term Aboriginal is used to include all people of Aboriginal and Torres Strait Islander descent in South Australia. It is also used interchangeably with the term Aboriginal and/or Torres Strait Islander.

RMCLHN Traditional Custodians

The map represents the Traditional Custodians on which RMCLHN sites are located. This information has been sourced through extensive consultation with Aboriginal communities and the Riverland locations were endorsed by the River Murray and Mallee Aboriginal Corporation (RMMAC) on 10 January 2023.



We acknowledge the pre-colonisation traditional names within the Ngarrindjeri Nation including Ngaralta for the Murray Bridge and Tailem Bend region and Tanganekald for the Coorong region. These names hold significance for our Aboriginal community and may continue to be used by our Aboriginal consumers when acknowledging country.

Reconciliation Australia CEO Statement

Reconciliation Australia commends RMCLHN on the formal endorsement of its inaugural Innovate RAP.

Commencing an Innovate Reconciliation Action Plan (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 RMCLHN 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, RMCLHN 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. RMCLHN 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 RMCLHN’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 RMCLHN on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Message from our Chief Executive Officer, Wayne Champion



I am pleased to share RMCLHN's Innovate RAP. This plan is an important part of our larger strategic vision for health services and workplaces that value and affirm the cultures, beliefs, languages and histories of Aboriginal and Torres Strait Islander peoples and communities.

We understand that in committing to, and delivering on, actions that support reconciliation we will only strengthen our capacity to provide support to communities across the Riverland Mallee Coorong region and the broader culture and contribution of our Local Health Network (LHN).

We recognise that an important aspect of working towards the goals of our RAP will be to commit to cultivating cultural safety for Aboriginal and Torres Strait Islander peoples and communities throughout our LHN – across our operational systems, governance structures and the environment at large. We are excited to continue our journey on reconciliation and we look forward to sharing our experiences over the next two years.

In October 2023, Australians voted in a referendum about whether to change the Constitution to recognise First Nations People by establishing a body called the Aboriginal and Torres Strait Islander Voice to Parliament. It was the first referendum of the 21st century. The referendum did not pass which had a huge impact on RMCLHN's Aboriginal and Torres Strait Islander and non-Aboriginal staff.

Therefore more than ever we are committed to listening to the voices of Elders and community leaders, expanding our networks and partnerships, better understanding and implementing cultural protocols, exploring new opportunities, ensuring an organisational understanding of the context of history and to committing resources and time to achieving the goals of not only this RAP, but future ones.

Thank you for your dedication, and I look forward to embarking on this journey with you.

Message from our Governing Board Chair, Elaine Ashworth



As Governing Board Chair of RMCLHN, I am pleased to endorse RMCLHN's Innovate RAP. RMCLHN is committed to not only achieving positive outcomes for the people and communities we work with, but influencing social change on the issues that are core to our business.

As a provider of health services, we see it as an obligation that we work to offset inequalities that contribute to health outcomes for communities throughout the Riverland Mallee Coorong region.

We recognise that work towards reconciliation means we must acknowledge the dispossession of land and waters, cultures and sovereignty on these lands. We recognise that our nation's history and the impacts of colonisation and dispossession impact the lives and experiences of Aboriginal and Torres Strait Islander peoples and communities to this day.

We seek to contribute to meaningful change. We understand that to do this we must cultivate greater awareness and inclusion of Aboriginal and Torres Strait Islander cultures, beliefs, languages and Countries into the function and approach of our LHN.

Message from our Governing Board Member, Sonia Waters and our Director Aboriginal Health, Sharon Wingard



Aboriginal and Torres Strait Islander peoples possess and demonstrate deep cultural knowledge, strong community ties and enduring resilience, despite facing inequities that impact their health and wellbeing outcomes.

The RAP recognises and builds on these strengths and provides a strategic pathway to achieve long-term health and wellbeing goals through culturally appropriate priorities and clear success measures.

We look forward to seeing the RAP put into practice, to create the best health service for every member of our Riverland Mallee Coorong communities.

Our vision for reconciliation

Our vision for reconciliation is that Aboriginal and Torres Strait Islander peoples have equitable access to culturally safe, respectful, and responsive services and care so that they share the same health outcomes, opportunities, and benefits as all Australians. These services will be delivered within an environment where Aboriginal and Torres Strait Islander staff can thrive and develop their careers in a safe and supportive environment amongst colleagues who show respect and interest for their culture and views.

We will value the contribution of Aboriginal and Torres Strait Islander peoples through the co-design of our services in partnership, and to ensure that Aboriginal and Torres Strait Islander consumers, residents, families and carers experiences are at the centre of every service we deliver.



Our Purpose

Our People Caring for Our Communities

We will work together to care for local communities and develop our region as a centre of excellence in rural health care, research and teaching. We will support people in the RMCLHN region to have the best possible quality of life, by providing high quality care that promotes dignity, respect, choice, independence and social connection.

Our Vision for Aboriginal Health

We will support Aboriginal people to have the best possible quality of life by providing high quality, culturally appropriate care that promotes dignity, respect, choice, independence and social connection.

Our business



RMCLHN supports approximately 70,000 people living in the Riverland, and the Murray River, Lakes and Coorong areas of South Australia extending east to the Victorian Border.

This includes the towns and surrounds of Renmark, Paringa, Berri, Barmera, Waikerie, Loxton, Pinnaroo, Lameroo, Karoonda, Mannum, Murray Bridge, Tailem Bend, Meningie, Tintinara and Coonalpyn.

We have a range of facilities including hospitals, Residential Aged Care Facilities (RACF), Multi-Purpose Services (MPS) and community health sites.



We also provide in-home care to approximately 9000 people living within our region through Country Health Connect.

Our wide range of health services include accident and emergency, day and inpatient surgery, Aboriginal health, mental health, obstetric services, chemotherapy, renal dialysis services, community and allied health, and aged care services.



RMCLHN employs approximately 1800 staff across a number of occupational groups – medical, nursing, administration, allied health and general services.

Our staff are often members of our local country communities and there are strong connections with the communities served.

RMCLHN staff also maintain strong connections and networks with metropolitan services and governing departments across the health, aged care and disability sectors.

As at May 2025, 53 staff identified as Aboriginal and/or Torres Strait Islander which equates to 2.83% of the total RMCLHN workforce.



Strategic Plan 2021-2026

In 2021, RMCLHN launched its Strategic Plan 2021–2026 which sets the direction for the ongoing development of RMCLHN as an organisation for many years to come.

At the core of the Strategic Plan are our organisational values, RMC CARES.

RMC CARES is a statement in itself and represents our values as an organisation.

Respectful – we treat everyone as equals and value each other’s sense of worth.

Motivated – we are driven to excel and provide the best quality care to our consumers and communities, when and where they need it.

Compassionate – we take care of others and act with kindness, empathy, patience and understanding, in all that we do.

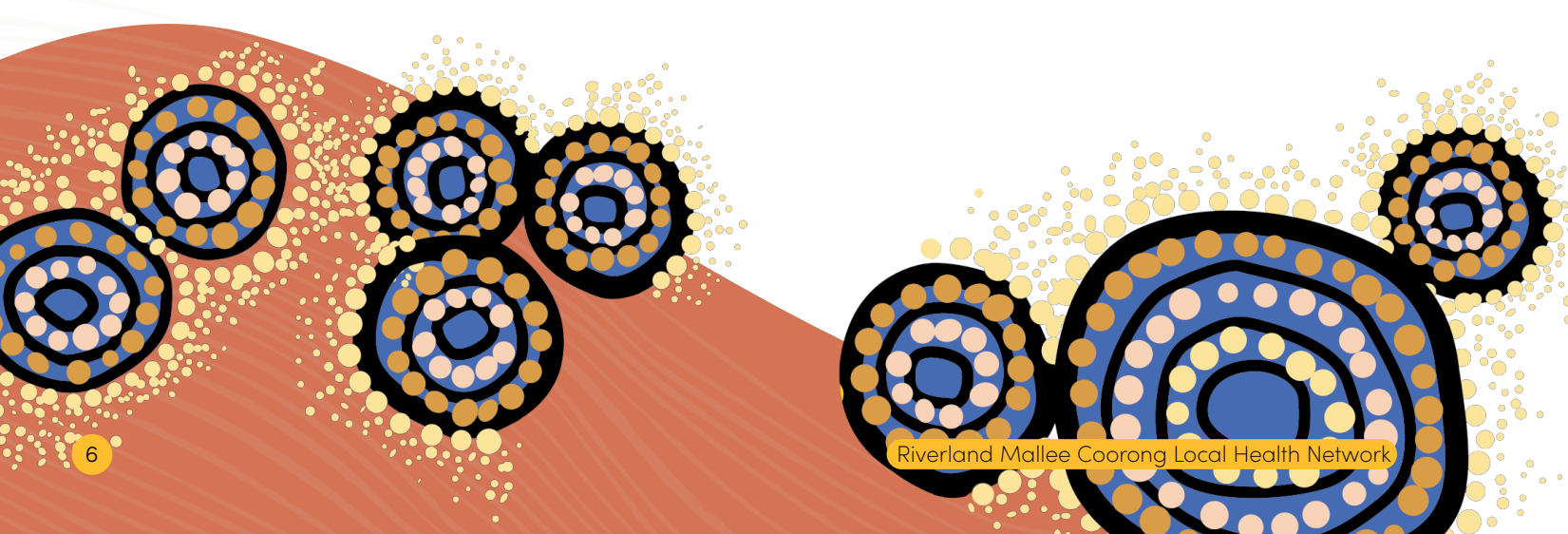
Consumer Focused – we partner and collaborate with consumers, their families, carers and communities to ensure the planning, delivery and evaluation of our health services is tailored to their needs.

Accountable – we are dedicated to fulfilling duties and obligations as a public health service, and endeavor to act with honesty and integrity in all that we do.

Resourceful – we are agile, adaptable and able to deal skillfully, creatively and promptly with new situations and challenges.

Excellence – we strive to continually improve and redefine processes, exceed standards and expectations, and deliver access to high quality contemporary care for people in our communities.

Service – we serve people and our communities courteously, fairly and effectively.



Our RAP

RMCLHN is committed in ensuring that Aboriginal and Torres Strait Islander peoples have equitable access to culturally safe, respectful, and responsive services and care so that they share the same health outcomes, opportunities, and benefits as all Australians. We recognise that developing a RAP will enable us to honour our commitment in a manner that aligns to our organisational values – RMC CARES.

Our reconciliation journey began with the development of our inaugural Reflect RAP 2022–2023 in which we recognised we had taken the first steps on a long journey.

The RMCLHN RAP Working Group (RAPWG) was established via an expression of interest process and comprises representation from clinical and non-clinical staff. The primary responsibility of the RAPWG is to undertake initiatives that support reconciliation across the LHN. The Director People and Culture is the Chair of the RAPWG as well as the RAP Champion, is part of Executive Leadership and reports RAP activity and progress to the RMCLHN Aboriginal Health Committee. In total, the RAPWG has seven participants including one Aboriginal and Torres Strait Islander member. Participants include the Mannum District Hospital and Karoonda District Soldiers’ Memorial Hospital Executive Officer/Director of Nursing (EO/DON), Community Nursing Team Leader, Quality, Risk and Safety (QRS) Coordinator, Human Resources (HR) Consultant, Procurement and Contracts Manager and Cultural Learning Officer – Riverland.

Reconciliation cannot be achieved by a working group alone and requires a commitment from all staff – Aboriginal and/or Torres Strait Islander and non-Aboriginal staff – and recognises that everyone needs to be a champion on this shared journey. We learned from our previous RAP and are committed to achieving meaningful and measurable actions. We celebrate our accomplishments and acknowledge the deliverables that we are still working towards.

- Our achievements include:**
- standardising cultural acknowledgement in everyday business
 - maintaining our commitment to Aboriginal Cultural Training by achieving over 95% attendance for staff
 - increasing the participation of leadership and staff attendance with face-to-face cultural immersion experiences
 - Governing Board and Executive Leadership attending cultural immersion experiences
 - ensuring Aboriginal and Torres Strait Islander representation on recruitment selection panels
 - celebrating NAIDOC Week and National Reconciliation Week throughout the LHN.

The RMCLHN RAP aims to build a foundation to achieve our ambition of driving exceptional health and aged care services across the LHN, by nurturing strong relationships and cultural respect for Aboriginal and Torres Strait Islander peoples.

For the relationship to be strengthened between Aboriginal and Torres Strait Islander and non-Aboriginal Australians, it is important that every staff member develops an appreciation of how historical government policies and practices impacted on Aboriginal and Torres Strait Islander peoples and cultures, and how their impact reverberates across the generations and continues to create barriers. All staff are obligated to learn as much as they can about Aboriginal and Torres Strait Islander cultures, for being informed about histories and cultures is key to moving forward and developing and delivering health services that are culturally sensitive and safe.

Artwork and story

This artwork was designed by local Ngarrindjeri woman, Rosslyn Richards. It portrays the essential role of community connection in health and wellbeing. Our communities are intricately linked, with all of us interwoven together.

Our communities travel across Country seeking support, advice and establishing connections within wider communities and networks. The footsteps we take create a continuous exchange of knowledge and foster an ongoing commitment to providing care and guidance to one another. The artwork depicts the essence of families in providing safety and nourishment, recognising the importance of looking after ourselves and each other, to have a better life. Food is an essential element of wellbeing and connection and sharing in good nourishment supports our younger generation to know the value and benefits of healthy eating. A strong Aboriginal workforce in our health services supports connection to care and helps reinforce the cultural value of coming together. By being strong role models for our future generations, we can create healthier pathways for our people to live longer. Altogether, this artwork illustrates the interconnections, wellbeing and responsibility communities and services have to ensure we stay connected, look after our mob and be the voice for future generations to feel healthy and strong.

Concentric circles

Communities within RMCLHN – hospitals and the variety of health services providing support to our mob.

Basket weaving

Each stitch in a basket weave represents a person in the community.

Yellow dots

Health services visiting communities across RMCLHN.



Pelican

Providing nourishment and food for our families.

Blue dots

Families within our region.

Black swan

Family commitment.



Relationships

Building strong, genuine and meaningful relationships between Aboriginal and Torres Strait Islander peoples and RMCLHN is important to developing a culturally inclusive, responsive and respectful organisation that will achieve improved outcomes for Aboriginal and Torres Strait Islander consumers and their families and ensure a culturally safe workplace for Aboriginal and Torres Strait Islander staff.

Focus area

Strengthen capacity for the provision of culturally safe and responsive services to meet the needs of Aboriginal and Torres Strait Islander peoples.

Action 1.1

Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

		Timeline	Responsibility
Deliverables	> Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	December 2025	Chief Executive Officer (CEO)
	> Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2026	Director Aboriginal Health
	> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence, including a Memorandum of Understanding with Moorundi Aboriginal Community Controlled Health Service (MACCHS).	June 2026	CEO
	> Encourage Aboriginal and Torres Strait Islander consumers to visit health sites across the LHN to strengthen relationships.	December 2025	Director People and Culture

Action 1.2

Build relationships through celebrating National Reconciliation Week.

		Timeline	Responsibility
Deliverables	> Circulate and display Reconciliation Australia's National Reconciliation Week (NRW) resources and reconciliation materials to our staff.	May 2026, 2027	Director People and Culture
	> RAPWG members to participate in an external NRW event.	27 May–3 June 2026, 2027	Director People and Culture
	> Support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May–3 June 2026, 2027	Director People and Culture
	> Organise at least one NRW event each year that reflects the yearly theme.	May 2026, 2027	Director People and Culture
	> Register all our NRW events on Reconciliation Australia's NRW website.	May 2026, 2027	Director People and Culture

Action 1.3

Promote reconciliation through our sphere of influence.

		Timeline	Responsibility
Deliverables	> Continue to engage our staff in innovative strategies regarding reconciliation.	May 2026, 2027	Director People and Culture
	> Continue to communicate our commitment to reconciliation publicly on an ongoing basis.	May 2026, 2027	Director People and Culture
	> Explore and utilise opportunities to positively support our external stakeholders to promote and drive reconciliation outcomes.	October 2025, 2026	Director Aboriginal Health
	> Collaborate with RAP organisations and other like-minded organisations to develop innovative ways to advance reconciliation strategies.	October 2025, 2026	Director People and Culture
	> Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce	June 2026	Director People and Culture

Action 1.4

Promote positive race relations through anti-discrimination strategies.

		Timeline	Responsibility
Deliverables	> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2026	Director People and Culture
	> Ensure that when policies and procedures are developed and reviewed legislative requirements regarding Equal Employment Opportunity (EEO) and anti-discrimination are adhered to.	June 2026	Director People and Culture
	> Develop, implement and communicate an anti-discrimination policy for our organisation.	June 2026	Director People and Culture
	> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	June 2026	Director People and Culture
	> Ensure that all staff are educated on the impact of racism on health, social and emotional wellbeing outcomes for Aboriginal and Torres Strait Islander peoples.	June 2026	CEO



Respect

Respect for Aboriginal and Torres Strait Islander peoples, cultures, lands and histories is important to RMCLHN because it will provide a culturally safe, culturally accountable and culturally responsive health service for Aboriginal and Torres Strait Islander peoples, ensuring safe and better health outcomes.

Focus area

Demonstrate a high standard of cultural safety and competency.

Action 2.1

Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

		Timeline	Responsibility
Deliverables	> Explore how to capture the cultural learning needs of our staff within our LHN.	December 2026	Director People and Culture
	> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	December 2026	Director Aboriginal Health
	> Develop, implement, and communicate a cultural learning strategy document for our staff.	June 2026	Director Aboriginal Health
	> Continue to provide opportunities for Governing Board, Executive, Operational Leadership and RAPWG, and other key leadership staff to participate in formal and structured cultural learning.	March 2026, 2027	CEO
	> Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation	December 2026	Director People and Culture

Action 2.2

Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

		Timeline	Responsibility
Deliverables	> Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	January 2026, 2027	Director Aboriginal Health
	> Continue to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	April 2026, 2027	Director Aboriginal Health
	> Continue to ensure RMCLHN complies with the Regional LHNs Protocol – Australian Aboriginal Flag in the correct use and handling.	January 2026, 2027	Director Aboriginal Health

Deliverables cont.

> Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	June 2026, 2027	CEO
> Continue to embed the inclusion of an Acknowledgement of Country or other appropriate protocols at the commencement of meetings.	April 2026, 2027	CEO
> Continue to build on the cultural safety of RMCLHN's hospital and health care settings with Directors of Nursing/Midwifery engaging with Aboriginal community members to undertake cultural audits.	September 2026, 2027	Executive Director of Nursing and Midwifery (EDONM)

Action 2.3

Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

		Timeline	Responsibility
Deliverables	> Promote policies and procedures to enable staff to participate in NAIDOC Week including cultural leave for Aboriginal and Torres Strait Islander staff.	January 2026, 2027	Director People and Culture
	> RAPWG members to participate in an external NAIDOC Week event.	First week in July 2025, 2026	Director People and Culture
	> Support opportunities for Aboriginal and Torres Strait Islander staff to participate in NAIDOC Week events.	First week in July 2025, 2026	Director People and Culture
	> Encourage participation in NAIDOC Week events to all staff.	First week in July 2025, 2026	Director People and Culture
	> Continue to ensure the NAIDOC Awards are recognised at the RMCLHN Staff Awards annually.	June 2026, 2027	Director People and Culture

Action 2.4

Create a culturally safe and welcoming environment for Aboriginal and Torres Strait Islander staff, consumers and stakeholders.

		Timeline	Responsibility
Deliverables	> Further explore opportunities for Aboriginal and/or Torres Strait Islander artwork to be displayed in all RMCLHN health sites.	May 2026, 2027	Director Aboriginal Health
	> Continue to explore the naming of rooms across our health sites to acknowledge the local Aboriginal peoples and their connection with Country and to assist with the creation of a culturally safe space.	October 2025, 2026	Director Aboriginal Health



Opportunities

Aboriginal and Torres Strait Islander peoples, groups and communities are important to RMCLHN formation of partnerships to promote, maintain and restore the health of Aboriginal and Torres Strait Islander consumers throughout the region. This includes the need to create opportunity for Aboriginal and Torres Strait Islander peoples, by building a stronger, larger and more dispersed Aboriginal and Torres Strait Islander workforce.

Focus area

Develop the capacity, skills and knowledge of our workforce to deliver best practice outcomes, through a culture of continuous professional and personal growth. Attract and retain a high-quality workforce that is tailored to suit location, time and need, where individuals are inspired by what they do.

Action 3.1

Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.

		Timeline	Responsibility
	> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	September 2025, 2026	Director People and Culture
	> Continue to engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	March 2026, 2027	Director People and Culture
	> Develop and implement Aboriginal and Torres Strait Islander workforce priorities aligned with the SA Health Aboriginal Workforce Framework 2023-2031.	June 2026, 2027	Director People and Culture
	> Continue to improve the understanding of the use of the Aboriginal Employment Register and the SA Health Aboriginal Pool to support recruitment across the LHN.	June 2026, 2027	Director People and Culture
	> Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	March 2026, 2027	Director People and Culture
	> Review HR and recruitment procedures and policies to remove barriers and positively encourage Aboriginal and Torres Strait Islander participation in our workplace, including scholarships.	June 2026, 2027	Director People and Culture
	> Work with high schools, universities and TAFE to promote educational opportunities for employment pathways.	June 2026, 2027	Director People and Culture and Director Aboriginal Health
	> Research best practice to create an environment for managers/supervisors of Aboriginal and Torres Strait Islander staff to gather concerns, share success stories and be an engagement/consulting pathway in a culturally safe manner.	October 2025, 2026	Director Aboriginal Health
	> Promote the use of Cultural Leave to Aboriginal and Torres Strait Islander staff to meet cultural obligations	September 2025, 2026	Director People and Culture

Action 3.2

Explore partnerships that will contribute to the improvement of health outcomes for Aboriginal and Torres Strait Islander communities.

		Timeline	Responsibility
Deliverables	> Partner with research organisations to contribute to improvements in Aboriginal and Torres Strait Islander health.	June 2026, 2027	Executive Director Clinical Innovation
	> Work in partnership with the South Australian Health and Medical Research Institute (SAHMRI) Chronic Disease Consortium to assist implementation of health care priorities.	June 2026	Director Aboriginal Health

Action 3.3

Provide information about health/disease processes and health care that is tailored to the needs of Aboriginal and Torres Strait Islander consumers and their communities.

		Timeline	Responsibility
Deliverables	> Continue to engage with stakeholders in the development of the Aboriginal Health Strategy.	March 2026, 2027	Director Aboriginal Health, EDONM, Executive Director Community and Allied Health
	> Encourage staff to attend events to promote health conditions that affect Aboriginal and Torres Strait Islander peoples and the services we offer around these conditions.	March 2026, 2027	Director Aboriginal Health

Action 3.4

Provide information about health/disease processes and health care that is tailored to the needs of Aboriginal and Torres Strait Islander consumers and their communities.

		Timeline	Responsibility
Deliverables	> Continue to educate staff on the Aboriginal Health Impact Statement (AHIS) procedure which needs to be provided when delivering new or altering services, procedures and policies.	June 2026	Director Aboriginal Health
	> Report the number of AHIS assessed against requirements of the procedure.	June 2026	Director Aboriginal Health

Action 3.5

Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

		Timeline	Responsibility
Deliverables	> Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	June 2026	Director Corporate Services
	> Investigate/endorse a Supply Nation membership.	June 2026	Director Corporate Services
	> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	June 2026	Director Corporate Services
	> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2026	Director Corporate Services
	> Develop commercial relationships with Aboriginal and Torres Strait Islander businesses.	June 2026	Director Corporate Services



Governance

The RMCLHN Aboriginal Health Committee reports all RAP activity and progress to RMCLHN Executive Leadership, Governing Board and externally to Reconciliation Australia, Department Aboriginal Affairs and Reconciliation and SA Health Chief Executive.

Focus area

Supports accountability to our community.

Action 4.1

Establish and maintain an effective RAP Working Group to drive governance of the RAP.

		Timeline	Responsibility
Deliverables	> Maintain and strengthen Aboriginal and Torres Strait Islander representation on the RAPWG.	June 2026, 2027	Director People and Culture
	> Review, update if required, and continue to apply the Terms of Reference for the RAPWG.	September, December 2025, March, July, September, December 2026 and March 2027	Director People and Culture
	> Meet at least four times per year to drive and monitor RAP implementation.	September, December 2025, March, July, September, December 2026 and March 2027	Director People and Culture

Action 4.2

Provide appropriate support for effective implementation of RAP commitments.

		Timeline	Responsibility
Deliverables	> Maintain appropriate resources for RAP implementation.	October 2025, 2026	Director People and Culture
	> Engage senior leaders and other staff in the delivery of RAP commitments.	October 2025, 2026	CEO
	> Maintain appropriate systems to track and report on RAP commitments.	September 2025, 2026	Director People and Culture
	> Appoint and maintain an internal RAP Champion from senior management.	September 2025, 2026	Director People and Culture



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Action 4.3

Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

		Timeline	Responsibility
Deliverables	> 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.	Annually in June	Director People and Culture
	> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	Annually on 1 August	Director People and Culture
	> Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	Annually on 30 September	Director People and Culture
	> Report RAP progress to all staff and senior leaders quarterly.	September, December 2025, March, July, September, December 2026 and March 2027	Director People and Culture
	> Publicly report our RAP achievements, challenges and learnings, annually.	December 2025, 2026	Director People and Culture
	> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2026	Director People and Culture
	> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	April 2027	Director People and Culture

Action 4.4

Continue our reconciliation journey by developing our next RAP.

		Timeline	Responsibility
Deliverable	> Register via Reconciliation Australia's website to begin developing our next RAP.	January 2027	Director People and Culture



For more information

Riverland Mallee Coorong Local Health Network

Director People and Culture

0400 453 433

Louise.Greenlees@sa.gov.au

sahealth.sa.gov.au/RiverlandMalleeCoorongLHN

sahealth.sa.gov.au/RMCAboriginalHealth



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