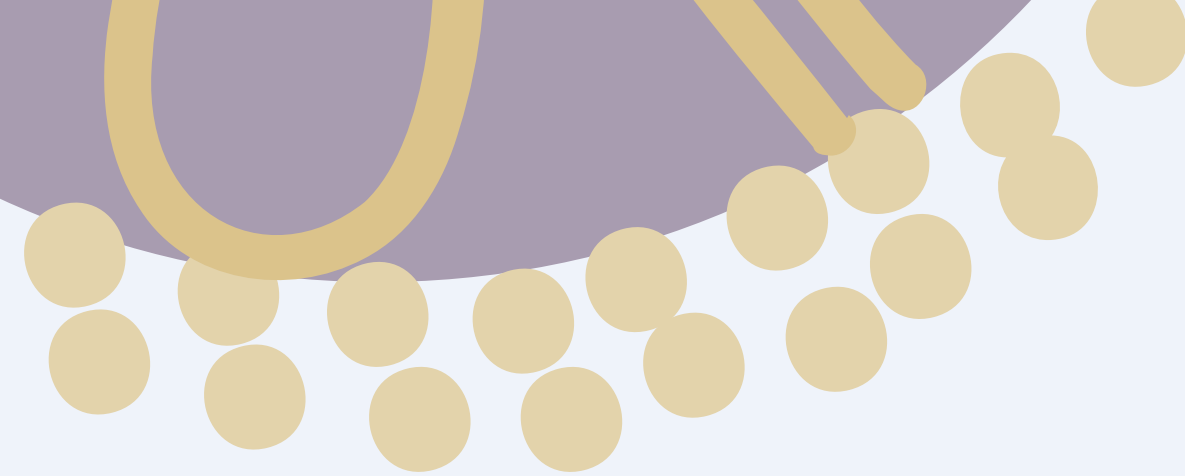


Reflect

Reconciliation Action Plan

July 2025 - July 2026



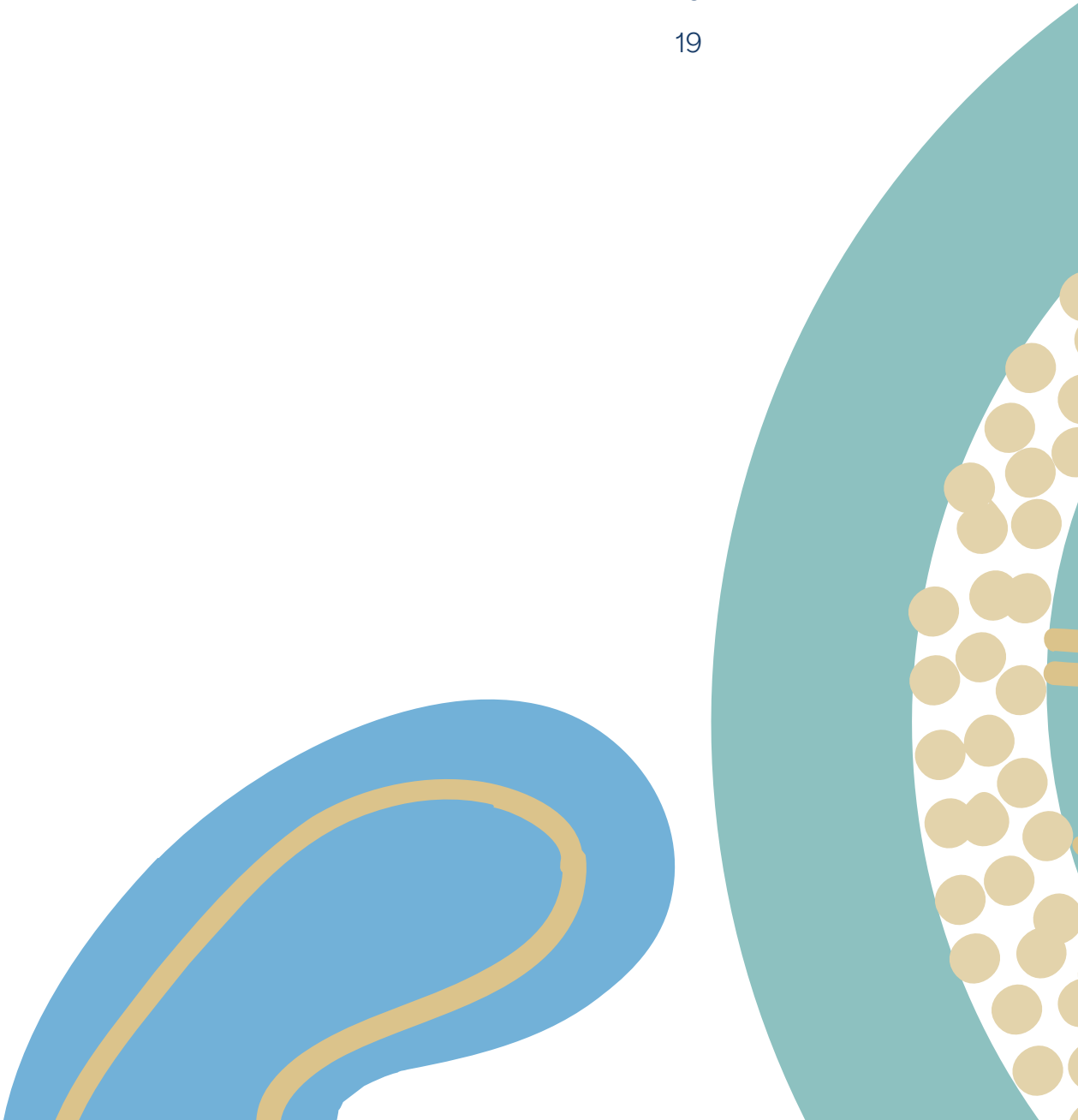
Acknowledgement of Country

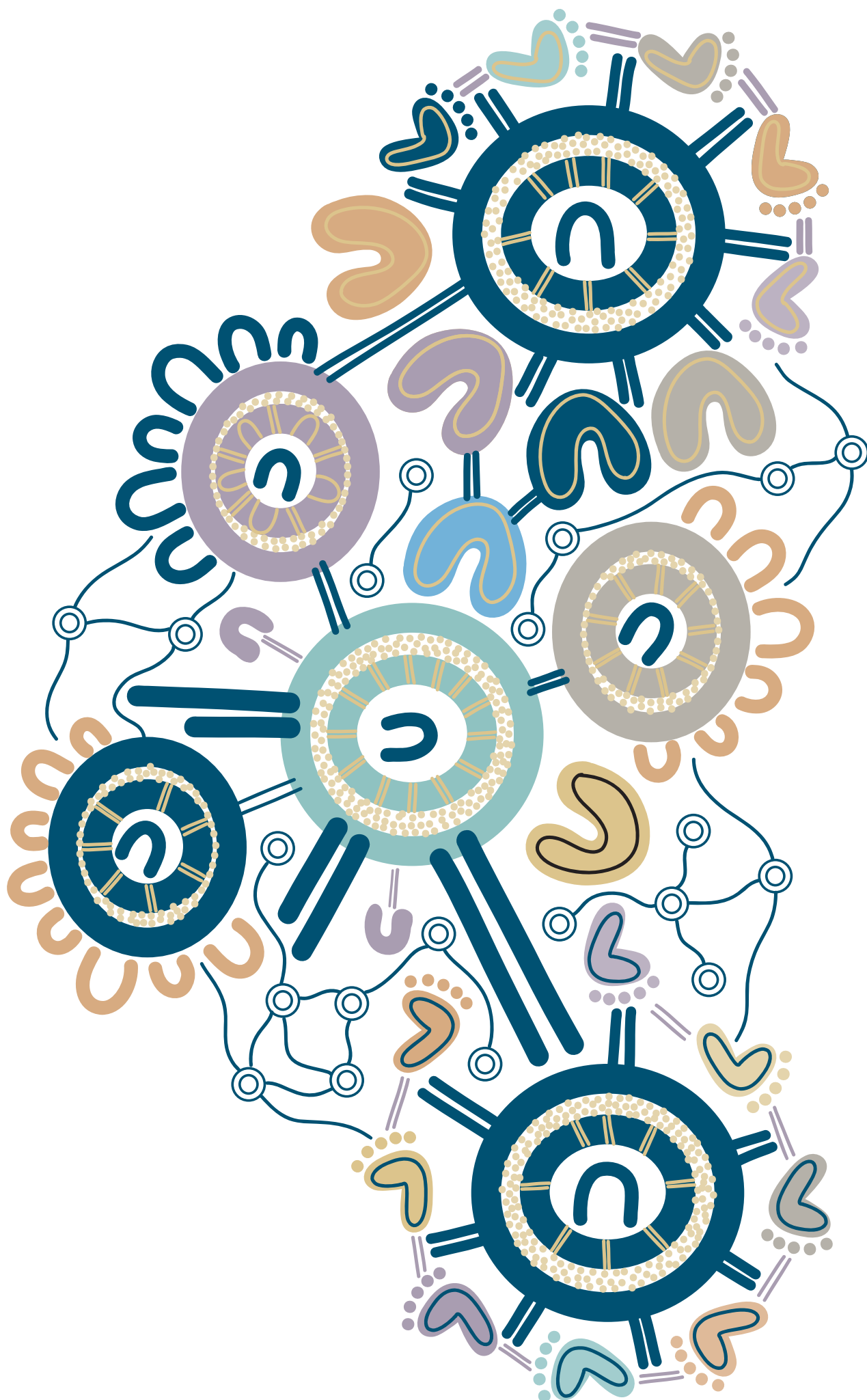
Southern Cross Care (WA) Inc. (SCCWA) acknowledges the Traditional Custodians of Country throughout Western Australia. Our sites are situated on the traditional lands of the Whadjuk people in Boorloo (Perth), the Yawuru people in Rubibi (Broome), and the Traditional Owners of Kalgoorlie. Our in-home services are also conducted on these lands, as well as the lands of the Pinjarup people, and the Wardandi people of the Noongar Nation. We pay our respects to their Elders, past and present, and support their continuing connections to land, waters, and community.

Readers should be advised that this document may contain images of deceased people.

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Artwork

‘Their Journey’ - Connie Clinch

“Within the artwork, I incorporated footprints symbolising personal journeys, showing how some paths are walked independently, while others show interconnected support. I placed community elements to highlight relationships and connections between staff and clients. I also included water flowing throughout to represent continuous growth and life. The pathways included symbolise ongoing potential for forming new relationships. Throughout the artwork, you can see multiple care areas, representing mental health and aged care, showcasing the holistic approach of Southern Cross Care WA.

My design reflects the organisation’s current stage but also future growth ahead. The title “Their Journey” emphasises the personal nature of care, acknowledging that everyone’s path is unique yet interconnected. I wanted to tell a story of support, growth, and community connection.”

About the artist

Connie Pickett (Clinch) is a Noongar/Yamatji woman from Perth. She creates modern contemporary Indigenous art using a range of mediums. Her work extends into clothing, fabrics and other materials, bringing her designs to life in everyday forms. Connie is passionate about sharing art with the community through workshops and collaborative projects.



Statement from the CEO of Reconciliation Australia

Reconciliation Australia welcomes Southern Cross Care WA to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Southern Cross Care WA joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

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

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

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

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

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

Congratulations Southern Cross Care WA, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

CEO message

At the core of Southern Cross Care (WA) Inc. (SCCWA) is our purpose – helping people live extraordinary lives, every day, connected to communities. As we strive to transform our sector and the experiences of the people we care about, we must understand the diverse needs of those we care for and the unique challenges they face. We have much to learn from older Aboriginal and Torres Strait Islander people, and I am proud to announce our commitment to helping reconcile Australia through the launch of our Reflect Reconciliation Action Plan (RAP).

Our consumers are at the centre of everything we do, and as a provider operating in regional areas, we recognise that our care and services should be informed by the communities we serve. This means addressing the barriers that Aboriginal and Torres Strait Islander people face and adequately meeting their needs, ensuring that our care and services are culturally appropriate and safe. The Reflect RAP work will provide us with rich learnings and a strong foundation as we work with our employees and communities to deliver these services.

SCCWA is committed to being a culturally responsive and respectful workplace. Our Reflect RAP will ensure that we build on our knowledge and understanding through learning about the history, traditions, and practices of First Nations people. Our values of I listen, I act, I never give up and we work as one, will be integral to achieving this commitment as we learn about and embrace the cultural and spiritual needs of Aboriginal and Torres Strait Islander peoples.

I would like to thank our Reconciliation Action Plan Working Group members, whose passion and commitment have guided the development of this action plan, along with input from our RAP partner organisation, Aboriginal and Torres Strait Islander employees, non-Indigenous employees, and representatives of Reconciliation Australia. We are proud to be embarking on this journey with you all.



Clare Grieveson
Chief Executive Officer
SCCWA

Our business

Formerly known as Southern Cross Homes, SCCWA was founded by The Order of the Knights of the Southern Cross in 1966.

The Knights were committed to improving the lives of their fellow West Australians and their legacy lives on as SCCWA continues to support the complex health, care and accommodation needs of our aging population and those who live with mental

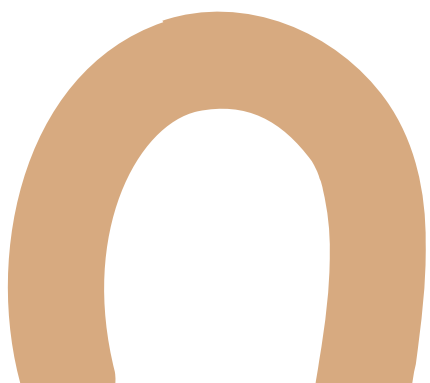
illness. Whether our residents and clients live independently in their own home, in our retirement villages or needing a higher level of physical or mental health care, our purpose is to help the people we care about live extraordinary lives, every day, connected to communities.





Operating in the Perth Metropolitan area with our central office located in Rivervale, SCCWA services also extend to the Kimberley, Goldfields, Peel and Southwest regions. With a passionate team of 210 full-time, 625 part-time, and 150 casual employees—alongside more than 100 dedicated volunteers—we are committed to making a meaningful difference in the lives of West Australians. From nurses and carers on the frontline to supportive leaders and team members working behind the scenes, our people are at the heart of everything we do.

Together, we deliver exceptional care and services that empower the people we support to live extraordinary lives. We proudly serve over 3,000 West Australians across a diverse range of services, including residential aged care, retirement living, home care, mental health, disability, and community housing. While the number of Aboriginal and Torres Strait Islander employees is currently not known, we are committed to working within this RAP to explore culturally appropriate ways of respectfully understanding and capturing this information.



Our purpose

People live extraordinary lives, every day, connected to communities.

Our vision

Transforming our sector and the experiences of the people we care about.

Our values

Our values guide how we live and work every day. They define how we behave to each other and the attributes we recognise and celebrate. Our values take the normal to memorable and set a shared standard for how we care about others, now and in the years to come. Our people operate from a core belief that I enable the extraordinary because,



I listen



I act



I don't give up



We work as one

This is our promise to our clients, residents, and each other.

Our partnerships & current activities

SCCWA's Broome services include residential aged care home Germanus Kent House (GHK), where over 50% of residents identify as Aboriginal and/or Torres Strait Islander people.

Our collaboration with families, health services, and community services helps achieve the best possible outcomes for First Nations residents and clients, providing culturally appropriate food, music and art activities, identifying and meeting spiritual care needs and facilitating transportation back to Country. The recently opened Barrgana wing is a space that celebrates Aboriginal culture, with its name chosen in consultation with Traditional Owners. "Barrgana" refers to a much-anticipated season in the Yawuru calendar known for its abundance, length, and the sense of renewal it brings. The wing's design was also shaped in partnership with consumers to reflect this rich cultural significance.

Co-located to GHK is the respite and home care service Bran Nue Dae (BND), where most clients identify as Aboriginal and/or Torres Strait Islander people. BND was named after Broome-born Aboriginal playwright Jimmy Chi's acclaimed Australian play Bran Nue Dae, a coming-of-age story that celebrates reconciliation. BND provides services that facilitate connection to the community and reduce the risk of isolation amongst older First Nations people.

Breakfast Club is a unique service to Broome, where clients can be transported to the day centre to enjoy a cooked breakfast, utilise shower and laundry facilities, and engage in social activity. Breakfast Club gives clients the opportunity to connect with others and maintain their independence in a safe environment.

A NAIDOC Week Family Fun Day celebration has been held at our Broome site for the past five years, an annual event that unites the community through celebration of traditional food, art and storytelling. Residents and their families have enjoyed traditional food, Corroboree dances, contemporary Aboriginal music performances and gatherings around the fire pit.

We value our ongoing relationship with Nyamba Buru Yawuru (NBY), Traditional Owners of the lands and waters in and around Broome, and we support the aims of the Yawuru community. In 2023, a new commercial lease agreement was reached between SCCWA and NBY, as the owners of the site on which GKH and BND are situated. NBY was engaged as SCCWA's RAP partner in October 2024, walking together with us on this very important journey of reconciliation, now and into the future.

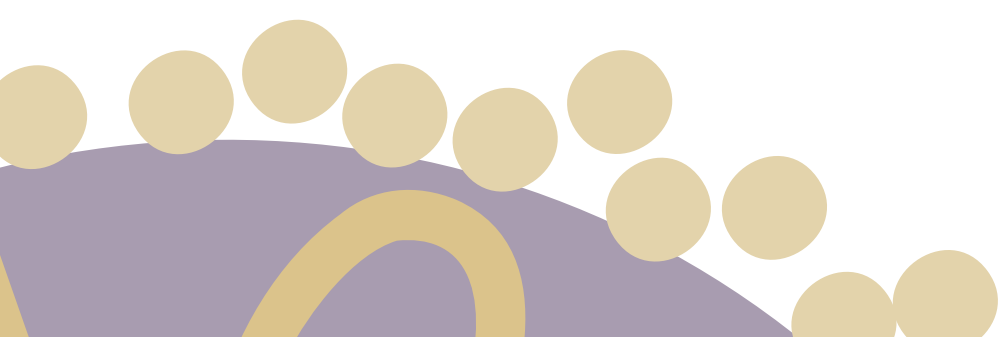


Resident and employees at SCCWA Central Office.

In early 2024, senior Yawuru person Dianne Appleby began working closely with SCCWA to deliver ongoing Yawuru Cultural Awareness training to our employees. This training plays a vital role in supporting our team members who care for and work alongside Aboriginal and Torres Strait Islander peoples accessing aged care services. Through Dianne’s guidance, staff are developing deeper cultural insight and practical knowledge to build trust, strengthen relationships, and ensure that older Aboriginal people feel seen, heard, and safe in our care environments.

Working closely with the health, education, employment, and cultural sectors and Aboriginal Community Controlled Health Organisations, our community partners include Kimberley Community Legal Services, Kimberley Personnel, Far North Community Services, Centacare Kimberley, Broome Regional Aboriginal Medical Service (BRAMS), Notre Dame University and North Regional TAFE.

Whilst we serve older Aboriginal and Torres Strait Islander peoples, we recognise that we still have a long way to go in this journey. SCCWA’s leadership team are committed to ensuring that all employees are continually engaged in our reconciliation journey.



Our RAP

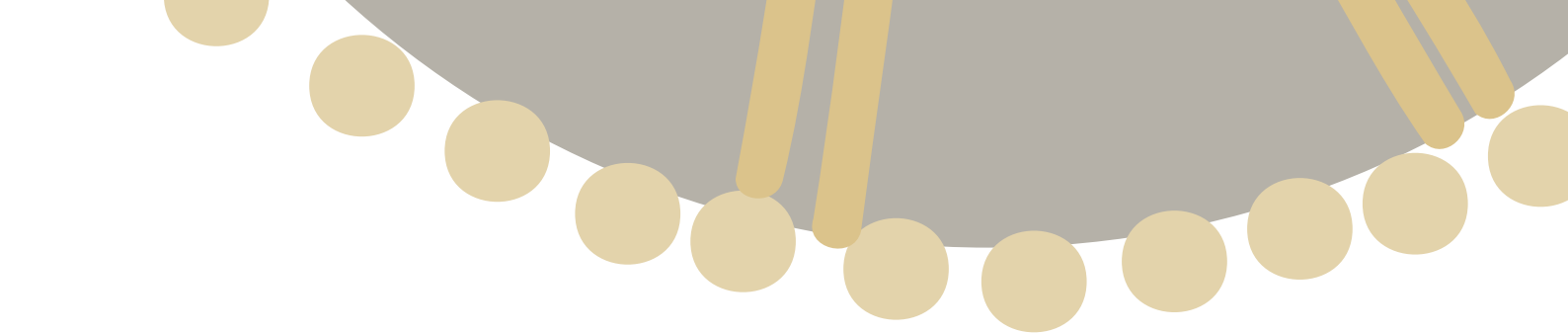
SCCWA recognises and acknowledges that Aboriginal and Torres Strait Islander peoples have endured past and present injustices as a consequence of colonisation.

Our RAP marks an important step in building a reconciled future, one where our services actively contribute to equity, dignity, and culturally safe care for Aboriginal families.

The Reflect RAP will provide structure to our reconciliation efforts, allowing the organisation to build strong foundations and respectful engagement, ensuring future initiatives are beneficial and sustainable.



Resident and family, GKH Broome.



Our RAP Working Group (RAPWG) is accountable for the delivery of the plan through internal and external reporting processes, ensuring that deliverables and actions are being met. The RAPWG is led by a RAP Champion who also acts as Chairperson to guide the group towards our vision for reconciliation. The RAP Lead will be the dedicated resource driving the development and implementation of the plan, ensuring the governance requirements are being fulfilled.

Aboriginal cultural competency training has been provided for RAPWG members and SCCWA leadership, and a communication and engagement plan has been developed to ensure appropriate support across the organisation.

Diversity and inclusion

At SCCWA, we believe that every person has inherent dignity and value, and we strive to cultivate a workplace culture where all employees feel valued, respected, and accepted. In 2024, a Diversity and Inclusion Advisory Group was established, comprising team members from various business units, roles, and levels of seniority. This RAP has been developed as part of a broader commitment to building our diversity and inclusion maturity over time, through our people processes, our RAP, and our consumers' right to choice.



Our RAP Journey

Our RAP journey has begun with listening and fostering a shared understanding across the organisation.

The SCCWA RAPWG was established in September 2024 and comprises one external advisor and nine staff members. As a group, they are responsible for developing, implementing, monitoring, and reporting on our RAP. Of the 10 members on our RAPWG, two identify as Aboriginal or Torres Strait Islander, providing both a First Nations and an employee perspective.

Nimanburru/Djugan/Yawuru woman and NBY Chief Operating Officer Taliah Payne has been engaged as RAP Advisor, to assist SCCWA to ensure respectful engagement and support the organisation's efforts to advance reconciliation.

Timeline

- June 2023 - SCCWA Board and Executive endorse the need for a RAP
- August 2024 - SCCWA engages NBY as RAP partner organisation
- September 2024 - RAPWG is formed
- October 2024 - RAPWG held first meeting
- January 2025 - SCCWA CEO communicated our commitment to reconciliation to all employees
- January 2025 - All employees invited to take part in our Reflect Reconciliation Survey
- February to April 2025 - RAP development and stakeholder consultation
- May to June 2025 - Aboriginal Cultural Competency training for key stakeholders
- June 2025 - Communications Plan prepared to support the RAP
- July 2025 - Launch and implementation of RAP (July 2025 - June 2026)



SCCWA team. Artwork by Nyikina/Nyul Nyul/Kokatha artist Renee Clifton.

RAP working group

The SCCWA RAPWG includes:

Clare Grieveson	Chief Executive Officer
Caroline Webb	Chief Strategy, Marketing and Experience Officer, (RAP Champion)
Ian Nichol	Chief Property Officer
Taliah Payne	Chief Operating Officer, Nyamba Buru Yawuru, (RAP Advisor, external)
Candice Wootton	General Manager Strategy, (RAP Lead)
Deanne Dixon	General Manager People
Cathie Martin	Communications Manager
Alice Waters	Service Desk Support Officer
Michael Carrington	Procurement and Contract Manager
Nicole Eames	Learning and Development Manager

Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Continue to identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	November 2025	General Manager Strategy
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	September 2025	General Manager Strategy
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2026	Communications Manager
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2026	Chief Strategy, Marketing and Experience 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 2026	Chief Strategy, Marketing and Experience Officer
3. Promote reconciliation through our sphere of influence.	Continue to communicate our commitment to reconciliation to all staff.	27 May - 3 June 2026	Communications Manager
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	July 2026	General Manager Strategy
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	July 2025	Chief Executive Officer
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	September 2025	General Manager People
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	November 2025	General Manager People

Respect

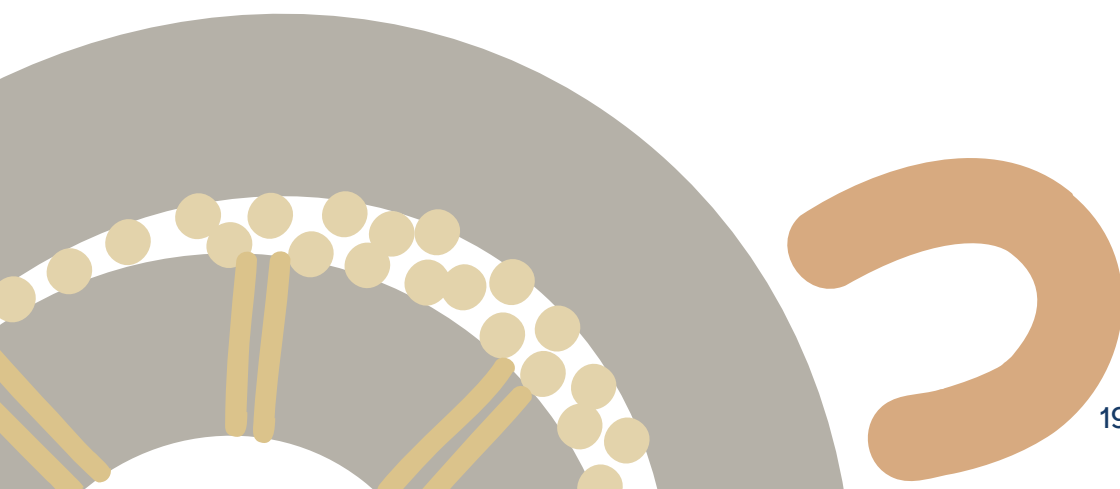
Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	October 2025	General Manager People
	• Conduct a review of cultural learning needs within our organisation.	August 2025	Learning and Development Manager
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	August 2025	General Manager Strategy
	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	November 2025	Learning and Development Manager
	• Develop Acknowledgement of Country and Welcome to Country protocols for the organisation.	September 2025	General Manager Strategy
	• Develop a plan to demonstrate appropriate respect and recognition of Aboriginal and Torres Strait Islander cultures within Southern Cross Care WA.	October 2025	General Manager Marketing and Experience
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2026	Communications Manager
	• Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2026	General Manager Marketing and Experience
	• RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2025 & 2026	General Manager Strategy

Opportunities

Action	Deliverable	Timeline	Responsibility
8. 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.	February 2026	General Manager People
	• Build an understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	November 2025	General Manager People
9. 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.	March 2026	Procurement and Contracts Manager
	• Investigate Supply Nation membership.	February 2026	Procurement and Contracts Manager

Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Maintain a RWG to govern RAP implementation.	July 2026	General Manager Strategy
	• Review, update as required and continue to apply the Terms of Reference for the RWG.	November 2025	Chief Strategy, Marketing and Experience Officer
	• Maintain and strengthen Aboriginal and Torres Strait Islander representation on the RWG.	July 2026	Chief Strategy, Marketing and Experience Officer
11. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	July 2025	General Manager Strategy
	• Engage senior leaders in the delivery of RAP commitments.	July 2025, 2026	General Manager Strategy
	• Continue to engage our RAP Champion in the delivery of RAP commitments.	July 2025, 2026	Chief Executive Officer
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	July 2025	General Manager Strategy
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	General Manager Strategy
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	General Manager Strategy
	• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	General Manager Strategy
13. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	April 2026	General Manager Strategy





Contact details

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General Manager Strategy

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