

# Royal Rehab Reflect Reconciliation Action Plan

June 2022–June 2023





## *RAP Additional Information.*

***Cultural Disclaimer:*** Aboriginal and Torres Strait Islander people are advised that this document may contain images or content referring to deceased persons. It may also contain words or descriptions that may be deemed culturally insensitive. Whilst we take every effort to ensure we use the term Aboriginal and/or Torres Strait Islander peoples, there may be instances where we use the term 'Indigenous' to refer to Aboriginal and/or Torres Strait Islander peoples, for example, in reference to a specific program or organisation.

***Acknowledgement of Country:*** Royal Rehab acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the lands and waters where we live and work. We respect their historical and continuing spiritual connections to country and community and pay our respects to their Elders past, present and emerging. Royal Rehab is committed to the ongoing journey of Reconciliation.





## RA CEO Statement



Reconciliation Australia welcomes Royal Rehab to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Royal Rehab joins a network of more than 1,100 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 Royal Rehab 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 Royal Rehab, 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

*"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."*

## Information on the artist

Sabrina Spencer lives in the small Aboriginal community of Willowra, some 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 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. Sabrina is proving herself to be a much sought-after artist with a very distinctive op-art style.

Through repetition of pattern, Sabrina creates movement and depth and an overall contemporary aesthetic. In 2020 Sabrina exhibited at Art Paris.





## Royal Rehab CEO Statement

On behalf of Royal Rehab, I pay my respects to the land of our origins in Ryde, New South Wales, acknowledging the traditional owners, the Wallumedegal people, and Elders past and present.

I would also like to honour our past and our founder, Susan Schardt (1872–1934). The story of Royal Rehab began with Susan Schardt, a remarkable woman with enormous compassion and a pioneering spirit, who reached out to people with disabilities who were otherwise shunned by society. Her commitment to this purpose informed her life's work and laid the foundations of Royal Rehab.

Today, Royal Rehab is guided by our bold vision for a world without limits for people with disability, illness and injury. We are purposeful and motivated by three key reasons—our customers, our people, and a hunger for a better and bolder future.

The investment in next-generation, advanced technology within our state-of-the-art therapy centre in Ryde is testament to our aspirations as we set the pace for rehabilitation standards in Australia. Our recent merger with for-purpose organisation breakthru, with locations across Queensland, Victoria and New South Wales—from Cairns in our north, to Melbourne in the south and west of the Great Dividing Range, to Dubbo, Coonabarabran and centres in regional New South Wales—allows us to greatly extend our reach as we deliver disability services to more people than ever before.

Placing those we serve at the centre of everything we do, we have also embarked on our reconciliation journey as we take steps to incorporate the wisdom of the Reflect Reconciliation Action Plan program into the fabric of our organisation. These include a commitment to increasing the understanding of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights, establishing and strengthening relationships with Aboriginal and Torres Strait Islander stakeholders and organisations, increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development, and increasing the diversity of our suppliers to support improved economic and social outcomes for Aboriginal and Torres Strait Islander communities.



**Matt**  
Chief Executive Officer  
Royal Rehab

*"We honour the delivery of our Reconciliation Action Plan and are proud to take our first steps towards formalising our reconciliation journey and learning more about the work we can do for a better Australia for all."*



## 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 merger with for-purpose disability provider breakthru in 2021, we now offer a wider range of high-quality, person-centric services, enabling thousands of people every year to address disability, employment, mental health and training needs.

Royal Rehab's future is bright, as we continue to reach for the stars. 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.



## Our Services

### Royal Rehab Private Hospital

A physical rehabilitation facility specialising in neurological conditions (such as stroke, multiple sclerosis and Parkinson's disease), orthopaedic rehabilitation, multidisciplinary reconditioning and post-operative care.

### Spinal Injury Unit

The Royal Rehab Spinal Injury Unit is one of only two units in NSW dedicated to providing specialist rehabilitation to people who have sustained a spinal cord injury.

### Brain Injury Unit

The Royal Rehab Brain Injury Unit is a highly specialised service, one of only three in NSW, providing inpatient traumatic brain injury rehabilitation for adults aged 16-65 years.

### MetroRehab Hospital

A 37-bed, private rehabilitation hospital offering day and inpatient services and specialising in neurological, stroke, orthopaedic, reconditioning, cancer and pain management programs.

### Sargood on Collaroy

A purpose-built, resort-style facility operated by Royal Rehab, providing world-class accessible holidays and short-term accommodation and assistance for people with spinal cord injuries, and their families and carers.

### breakthru

Supporting people to access services to address their mental health, employment, disability, homelessness and training needs. Our services through breakthru include:

- NDIS support
- Disability employment services
- School leaver employment services
- Allied health services
- Business traineeship support
- Mental health services
- Disability & community services training

## Our Locations

### New South Wales

- Bankstown
- Belmore
- Campbelltown
- Campsie
- Collaroy
- Coonabarabran
- Dubbo
- Hornsby
- Maroubra
- Milsons Point
- Parramatta
- Penrith
- Petersham
- Port Macquarie
- Raymond Terrace
- Ryde
- Taree
- Tuggerah
- Tuncurry
- Wallsend

### Queensland

- Atherton
- Fortitude Valley
- Townsville
- Cairns

### Victoria

- Melton
- St Albans

## Relationships

Action	Deliverable	Timeline	Responsibility
1. 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.	November 2022	Executive—Strategic Partnerships
	• Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	November 2022	Executive—Strategic Partnerships
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	27 May- 3 June, 2022	Executive—Strategic Partnerships Internal Communications Manager
	• RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2022	Executive—Strategic Partnerships
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2022	Executive—Strategic Partnerships
3. Promote reconciliation through our sphere of influence.	• Communicate our commitment to reconciliation to all staff.	May 2022	Internal Communication Manager
	• Identify external stakeholders that our organisation can engage with us on our reconciliation journey.	December 2022	Executive—Strategic Partnerships
	• Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	December 2022	Executive—Strategic Partnerships
4. Promote positive race relations through anti-discrimination strategies.	• Research best practice and policies in areas of race relations and anti-discrimination.	February 2023	Head of Risk and Policy
	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	March 2023	Chief People Officer

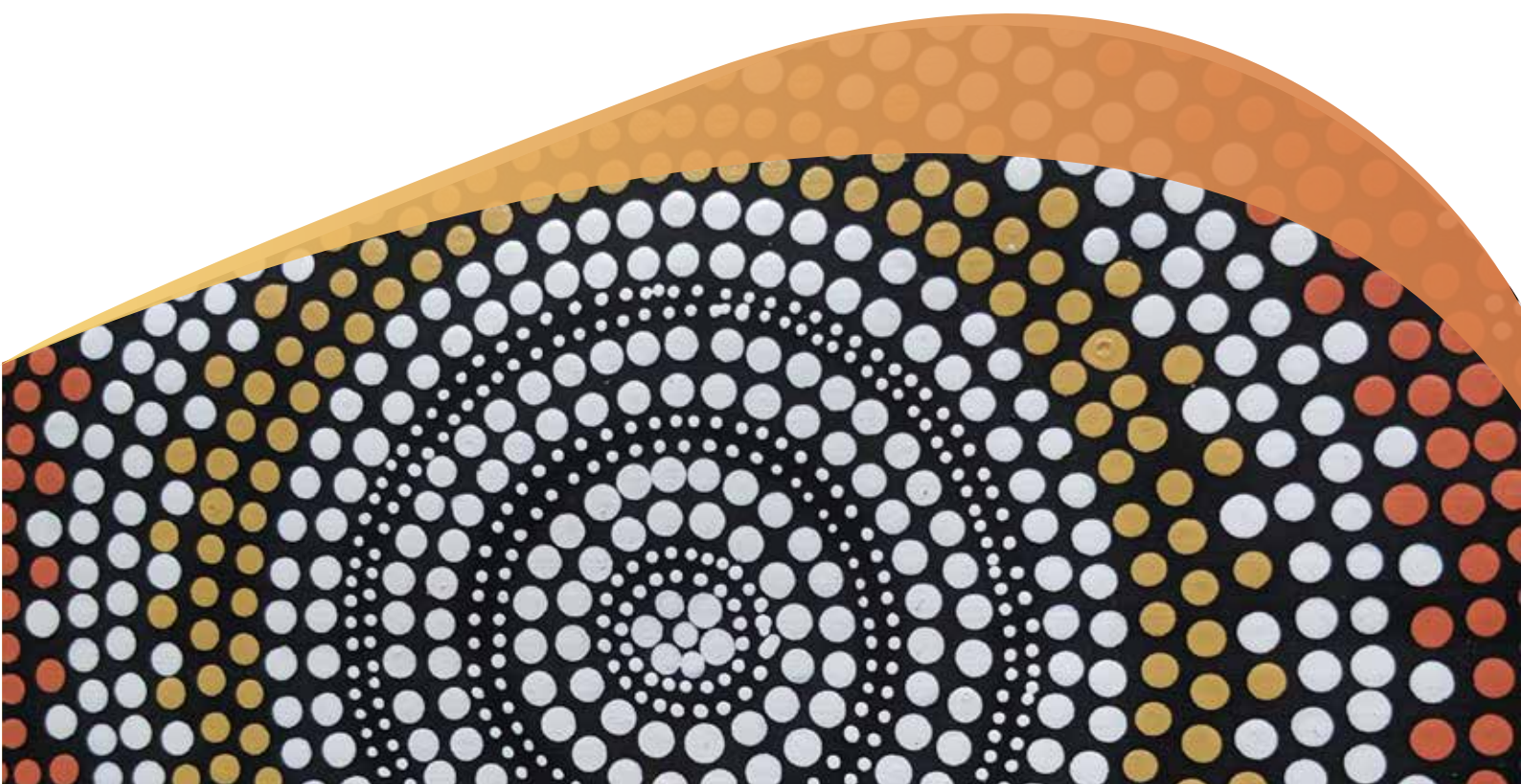


## Respect

Action	Deliverable	Timeline	Responsibility
<b>5.</b> Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	<ul style="list-style-type: none"> <li>Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation.</li> </ul>	January 2023	Executive—Strategic Partnerships
	<ul style="list-style-type: none"> <li>Conduct a review of cultural learning needs within our organisation.</li> </ul>	June 2023	Chief People Officer
<b>6.</b> Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> <li>Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.</li> </ul>	January 2023	Foundation & Executive Coordinator
	<ul style="list-style-type: none"> <li>Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	June 2022	Foundation & Executive Coordinator
<b>7.</b> Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> <li>Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.</li> </ul>	First week in July, 2022	Executive—Strategic Partnerships with Internal Comms support
	<ul style="list-style-type: none"> <li>Introduce our staff to NAIDOC Week by promoting external events in our local area.</li> </ul>	First week in July, 2022	Executive—Strategic Partnerships
	<ul style="list-style-type: none"> <li>RAP Working Group to participate in an external NAIDOC Week event.</li> </ul>	First week in July, 2022	Executive—Strategic Partnerships

## Opportunities

Action	Deliverable	Timeline	Responsibility
<b>8.</b> Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	<ul style="list-style-type: none"> <li>Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.</li> </ul>	February 2023	Chief People Officer
	<ul style="list-style-type: none"> <li>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</li> </ul>	February 2023	Chief People Officer
<b>9.</b> Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> <li>Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.</li> </ul>	December 2022	Executive officer
	<ul style="list-style-type: none"> <li>Engage an Aboriginal and Torres Strait Islander design agency to design artwork and visual representation of Royal Rehab to be used in appropriate documents, part of our uniform options and to represent our organisation.</li> </ul>	February 2023	Executive—Strategic Partnerships
	<ul style="list-style-type: none"> <li>Investigate Supply Nation membership.</li> </ul>	December 2022	Executive—Strategic Partnerships





## Governance

Action	Deliverable	Timeline	Responsibility
<b>10.</b> Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> <li>Form a RWG to govern RAP implementation.</li> </ul>	June 2022	Executive—Strategic Partnerships
	<ul style="list-style-type: none"> <li>Draft a Terms of Reference for the RWG. .</li> </ul>	June 2022	Executive—Strategic Partnerships
	<ul style="list-style-type: none"> <li>Establish Aboriginal and Torres Strait Islander representation on the RWG.</li> </ul>	June 2022	Executive—Strategic Partnerships
<b>11.</b> Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> <li>Define resource needs for RAP implementation.</li> </ul>	June 2022	Executive—Strategic Partnerships
	<ul style="list-style-type: none"> <li>Engage senior leaders in the delivery of RAP commitments.</li> </ul>	June 2022	Executive—Strategic Partnerships
	<ul style="list-style-type: none"> <li>Define appropriate systems and capability to track, measure and report on RAP commitments.</li> </ul>	June 2022	Executive—Strategic Partnerships
<b>12.</b> Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	<ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.</li> </ul>	July 2023	Executive—Strategic Partnerships
<b>13.</b> Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> <li>Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.</li> </ul>	July 2023	Executive—Strategic Partnerships



**For enquiries regarding our Reconciliation Action Plan contact:**

Executive—Strategic Partnerships

Phone: 02 9808 9643

Email: [Penelope.sinton@royalrehab.com.au](mailto:Penelope.sinton@royalrehab.com.au)