



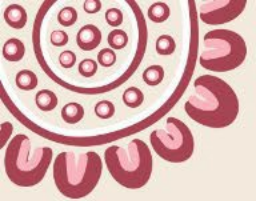
Aged Care Research & Industry Innovation Australia

Reflect Reconciliation Action Plan

July 2026 – December 2027



Shaping the future of aged care

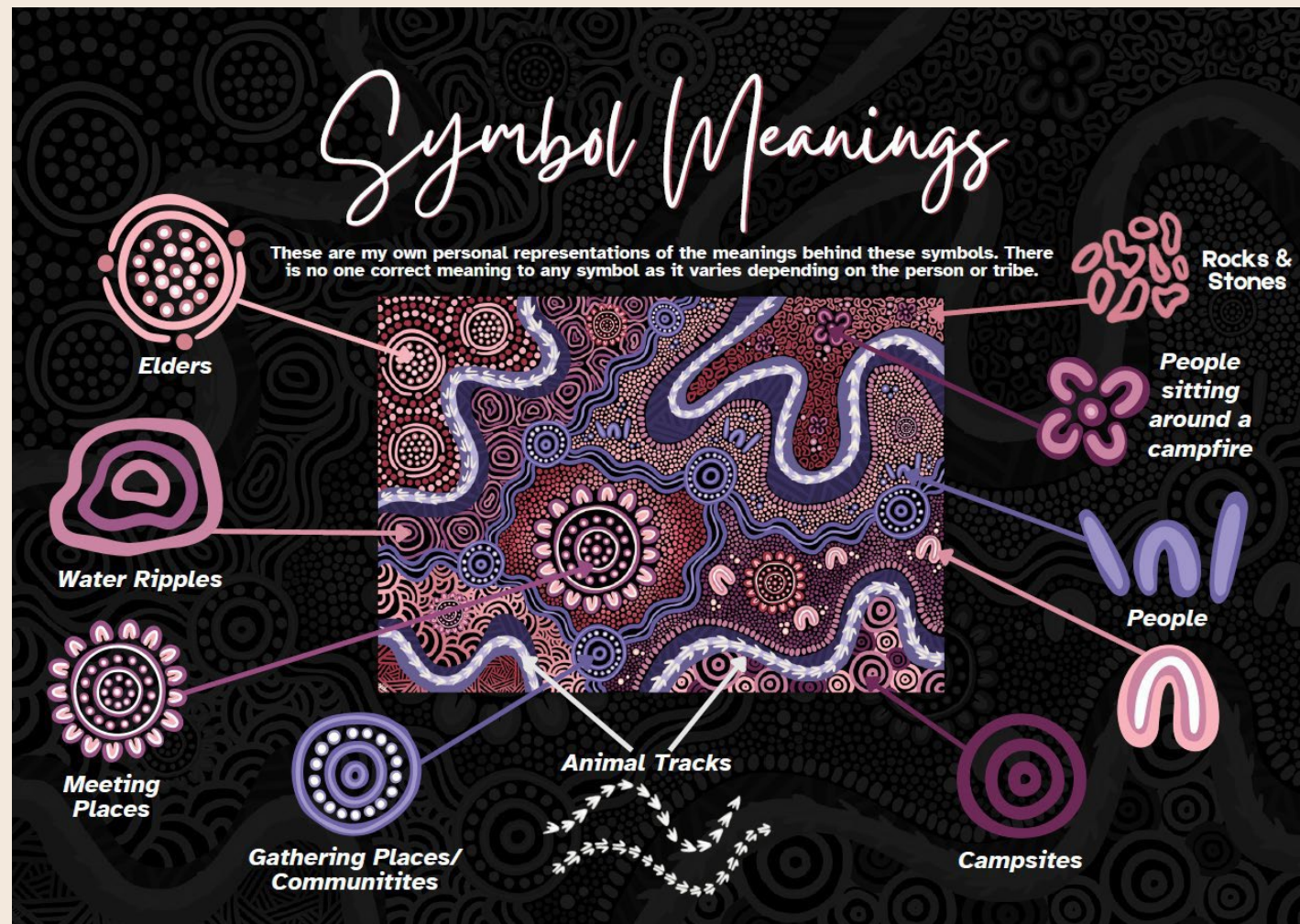


Aboriginal artwork

ARIIA acknowledges the Aboriginal artwork titled “Journey of Care and Connection” which was created by Amy Kilby (graphic design, digital contemporary Aboriginal art).



www.amykilby.com





A message from our Chief Executive Officer

At ARIIA, we recognise reconciliation is both a journey and a responsibility. It calls us to listen, learn, and act in partnership with Aboriginal and Torres Strait Islander peoples. With a mission to improve aged care workforce capability using research-based evidence, innovation and technology and thereby improve care quality for older Australians, we are a national leader in aged care innovation and workforce empowerment. We are committed to ensuring that our work not only advances the sector, but also honours the cultures, histories, and contributions of First Nations peoples across Australia.

This Reflect Reconciliation Action Plan (RAP) marks a significant initial step in our ongoing commitment to inclusion, respect, and genuine collaboration. Our ARIIA RAP journey is just beginning, and through this initial RAP, we aim to establish strong foundations to support meaningful relationships, build our cultural understanding, and demonstrate our commitment to inclusive and sensitive collaboration.

We are proud to work alongside the ARIIA First Nations Governance Group which includes the Interim First Nations Aged Care Commissioner, The CEO of the National Aboriginal and Torres Strait Islander Ageing and Aged Care Council (NATSIAACC), representatives from National Aboriginal Community Controlled Organisation (NACCHO) and our partners in the aged care provider community, and we are grateful for the guidance and wisdom shared with us. Our commitment is to ensure that Aboriginal and Torres Strait Islander voices are central to the decision-making for our programs and initiatives, and that these reflect the needs and aspirations of Elders, older Aboriginal and Torres Strait Islander peoples, their families, and communities.

On behalf of the ARIIA team, I invite all staff, stakeholders, and partners to join us in this important work. Together, we can build a future where reconciliation is lived every day – in our actions, our relationships, and our shared vision for aged care across Australia.

Reuben Jacob, CEO ARIIA





A statement from the CEO of Reconciliation Australia

Reconciliation Australia welcomes Aged Care Research & Industry Innovation Australia to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Aged Care Research & Industry Innovation Australia 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 over 5.5 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 Aged Care Research & Industry Innovation Australia 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 Aged Care Research & Industry Innovation Australia, 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





Our Business

ARIIA is located on the traditional lands of the Kaurna people on the Adelaide plains in South Australia, and we are privileged to share this information in our Acknowledgement of Country at the commencement of all internal and external meetings. ARIIA has an extensive national reach providing service, advocacy, and support to the aged care sector across Australia. The success of this reach includes collaborating with the ARIIA First Nations Governance Group, non-Indigenous advisory committees and advocates for aged care, and stakeholder advisors throughout the country, and a developing network of organisations across Asia-Pacific and beyond.

ARIIA is an independent, charitable organisation shaping the future of aged care in Australia. ARIIA was established in 2021 with funding from the Australian Government and support from Flinders University, in response to the urgent challenges of our evolving aged care industry. At ARIIA, we strive to equip the aged care sector with the skills and knowledge to incorporate evidence-based research, current information, and latest technologies into their practice, while acknowledging the challenges faced by providers, aged care workers, and older people. Guided by principles of co-design, inclusion, connection, and innovation, we endeavour to support aged care providers to positively transform their organisations by providing initiatives that include incubators, grants, programs, events, and up-to-date website content that delivers trustworthy and easily digestible information for all stakeholders within the sector.

ARIIA is committed to equitable employment practices and currently employs a diverse team of thirty-nine staff with a wide range of professional and lived experience backgrounds. ARIIA has one office based in Adelaide on Kaurna Yerta and five staff members working interstate from Canberra, Shepparton, Rockhampton, Melbourne, and Sydney. ARIIA seeks opportunities to engage individuals who identify as Aboriginal or Torres Strait Islander peoples during all its recruitment processes and currently have a vacant identified Research Officer role, associated with a philanthropically- funded First Nations focused project. At present our organisation has no known staff that identify as Aboriginal and/or Torres Strait Islander peoples. Through this RAP journey, we are committed to continue to provide opportunities for employment for Aboriginal and Torres Strait Islander peoples at ARIIA.

ARIIA has been actively procuring goods and service from Aboriginal and Torres Strait Islanders providers and seeks to increase service procurement from Aboriginal and Torres Strait Islander vendors as we commence our RAP journey and beyond.





Our RAP

Since our establishment in 2021, ARIIA has been moving toward building stronger connections and relationships between Aboriginal and Torres Strait Islander individuals, their communities, the organisations that currently support their Elders and older Aboriginal and Torres Strait Islander peoples and ARIIA staff. To further our mission towards inclusion, connection, respect and dignity, ARIIA values the opportunity the Reconciliation Action Plan (RAP) journey provides to build and enhance our aims to ensure every voice is heard, and every individual's needs are met.

A survey of our staff in 2024 and established two key concepts that our reconciliation statement reflects -

- 1, that ARIIA is focused on building strong relationships with Aboriginal and Torres Strait Islander peoples and
- 2, ARIIA is committed to including the voices of Aboriginal and Torres Strait Islander people in our work.

The staff survey revealed that over 80% of respondents identified that an Australian society that values and recognises Aboriginal and Torres Strait Islander cultures and heritage as a proud part of a shared national identity is a key component to reconciliation. The survey also revealed a strong shared motivation that reconciliation includes advocating that Aboriginal and Torres Strait Islander peoples are central to the decisions made that affect them.

In order to deliver on these desired outcomes, ARIIA is implementing a program of work that collaborates with Aboriginal and Torres Strait Islander led organisations, who provide outstanding, culturally grounded leadership in the provision of aged care services and workforce development in their communities. Directed by the ARIIA First Nations Governance Group (FNNG), this work will become integral to the path we take towards reconciliation.

This Reflect RAP will be championed by Dr. Rebecca Bilton, Program and Research Director at ARIIA, a non-Indigenous woman from Jawoyn land and the RAP Working Group (RWG) Chair within ARIIA. ARIIA recognises that this RAP is the beginning of our continuing journey towards reconciliation and commitment to upholding the principles that enable for Aboriginal and Torres Strait Islander peoples co-design and/or deliver the workforce capability initiatives in partnership with ARIIA.





Our Reconciliation Activities

ARIIA actively engages with Aboriginal and Torres Strait Islander peoples on several projects and initiatives, to co-design and /or deliver the workforce capability building opportunities with ARIIA. Relationships built over time with First Nations providers support our commitment to reconciliation and provide valuable learning opportunities for ARIIA staff to inform our reconciliation journey.

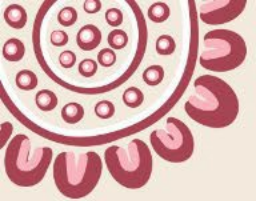
Additionally, ARIIA's scholarship program, targeted to support workforces in 'thin-markets,' offers full access to leadership and innovation capability programs to organisations serving Aboriginal and Torres Strait Islander communities, helping First Nations aged care workers build skills and drive culturally safe, evidence-based improvements in care.

Previously, ARIIA was privileged to be involved in the Lajamanu Chronic Health and Aged Care Roadmap project, an innovative approach that supports Yapa in and around Lajamanu – a community of mostly Warlpiri people on Gurindji Country, 900km northwest of Alice Springs – to develop and improve care services. This project was directly funded by the Lajamanu Granites Mine Affected Area Aboriginal Corporation (GMAAAC), following concerns around health and ageing for Yapa in 2022. The Lajamanu community decided to look for solutions and innovative ways to improve local health care services, and GMAAAC commissioned ARIIA in 2024 for a project proposal to assist them in achieving this end. This was support through visits to Lajamanu by three ARIIA senior staff on four occasions, presenting at community meetings on Country, and both face to face and online meetings with health service providers in Alice Springs, Katherine, and Darwin (Mparntwe, Nitmilukn and Garamilla). This work was underpinned with extensive data collection back in Adelaide to support the production of the roadmap which concluded in October 2025. The success of the engagement with this Community is demonstrated through our re-engagement to provide further support for the project.

In October 2024, ARIIA convened an inaugural roundtable in Tarndanya/Adelaide to explore current activities and future opportunities for ARIIA to support aged care workforce capability and capacity building in a way that is relevant for older Aboriginal and Torres Strait Islander people and Elders and the communities who support them. The roundtable event was attended by more than twenty community stakeholders and First Nations aged care experts, including Andrea Kelly, Interim First Nations Aged Care Commissioner. Overall, the roundtable carried a strong message of the importance of designing and delivering aged care training and services under the leadership of older Aboriginal and Torres Strait Islander people, Elders and community members, promoting flexible, hybrid models of care and funding which recognised the role of relationship- and kin-based care, and the knowledge and experiences of older Aboriginal and Torres Strait Islander people and Elders. The outcomes of the discussions were summarised and endorsed by the participants, and this information was used to develop the strategy for ARIIA that celebrates the opportunity for sharing of success stories as well as the challenges in the provision of culturally safe aged care for older Aboriginal and Torres Strait Islander people and Elders across the aged care sector, including through the establishment of the ARIIA First Nations Governance Group

Following the inaugural roundtable event, ARIIA secured philanthropic funding in 2024 to build a new program of work – the First Nations Aged Care Workforce Program. This program is led by the ARIIA First Nations Governance Group who meet monthly to support this work. Recruitment is open for an Aboriginal and/or Torres Strait Islander person to fulfil a Research Officer role to contribute to this program of work at ARIIA which will include the development of the ARIIA First Nations Knowledge Hub (website page) that will contain collated, curated, and culturally appropriate best-practice resources related to aged care delivery for First Nations seniors, the First Nations workforce capability-strengthening training fellowship pilot program and knowledge sharing events. The success of this work and of the ongoing engagement with stakeholders is demonstrated through the re-convening of a second roundtable event in May 2026.



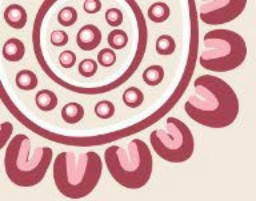


Relationships



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.	August 2026	RAP Champion
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	September 2026	Lead: Knowledge Innovation Hub Research Fellow Support: ARIIA Information specialist
	Meet with Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement	October 2026	Lead: ARIIA Executive Team Support: RAP Champion
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	May 2027	ARIIA Marketing and Communications Team
	RAP Working Group members to participate in an external NRW event	27 May – 3 June 2027	RAP Champion
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2027	ARIIA Chief Executive Officer



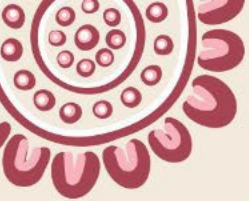


Relationships



Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	July 2026	Lead: ARIIA Chief Executive Officer Support: RAP Champion
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	August 2026	Lead: ARIIA Sector Engagement Manager Support: RAP Champion
	Identify organisations with a RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey	October 2026	ARIIA Research Fellow – Workforce Capability team
	Communicate commitment to reconciliation publicly (e.g., on our website, conferences, introductions to courses).	August 2026	Lead: ARIIA Chief Executive Officer Support: ARIIA Admin / Marketing Communications
4.Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	February 2027	Lead: Knowledge Innovation Hub Research Fellow Support: ARIIA Information specialist
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	March 2027	ARIIA Chief Operating Officer
	Engage with our First Nation’s Governance Group to consult on our anti-discrimination policy	April 2027	RAP Champion
	Develop, implement and communicate an anti-discrimination policy throughout ARIIA	May 2027	ARIIA Chief Operating Officer



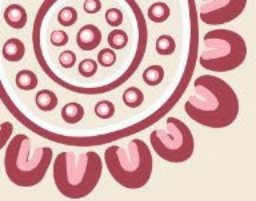


Respect



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 2026	Lead: RAP Champion Support: ARIIA Research Fellow – Workforce Capability team
	Conduct a review of cultural learning needs within our organisation.	September 2026	Lead: RAP Champion Support: ARIIA Administration and Projects Coordinator
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 2026	Lead: ARIIA Research Fellow – Workforce Capability team Support: RAP Champion
	Increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	August 2026	Lead: ARIIA Research Fellow – Workforce Capability team Support: RAP Champion
	Provide opportunities for RAP Working Group members, managers and leadership staff to participate in formal and structured cultural learning	September 2026	ARIIA Chief Executive Officer
	In consultation with the First Nation’s Governance Group, develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country	October 2026	Lead: RAP Champion Support: ARIIA Admin / Marketing Communications
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 2027	Lead: RAP Champion Support: ARIIA Admin / Marketing Communications
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2027	ARIIA Admin / Marketing Communications
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week	November 2026	ARIIA Chief Operating Officer
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2027	RAP Champion



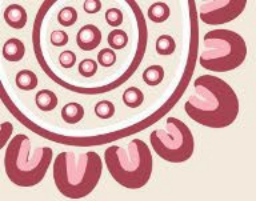


Opportunities



Action	Deliverable	Timeline	Responsibility
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.	April 2027	ARIIA Chief Operating Officer
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	April 2027	ARIIA Chief Operating Officer
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.	August 2026	Lead: ARIIA Administration and Projects Coordinator Support: ARIIA Chief Operating Officer
	Investigate Supply Nation membership.	November 2026	ARIIA Chief Executive Officer





Governance



Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	December 2026	ARIIA Chief Executive Officer
	Draft a Terms of Reference for the RWG.	August 2026	Lead: RAP Champion Support: ARIIA Research Fellow
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	July 2026	Lead: ARIIA Chief Executive Officer Support: RAP Champion
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	August 2026	ARIIA Administration and Projects Coordinator
	Continue to engage senior leaders in the delivery of RAP commitments.	September 2026	RAP Champion
	Maintain a senior leader to champion our RAP internally.	August 2026	ARIIA Chief Executive Officer
	Define appropriate systems and capability to track, measure and report on RAP commitments as per reporting guide .	September 2026	Lead: ARIIA Research Fellow Support: ARIIA Chief Operating Officer
	Provide opportunities for RAP Working Group members, managers and leadership staff to participate in formal and structured cultural learning	August 2026	ARIIA Chief Executive Officer
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	ARIIA admin/ project support
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 th September Annually	ARIIA Research Fellow - Workforce Capability team
	Communicate our RAP progress to internal and external stakeholders	July 2026 – November 2026	Lead: RAP Champion Support: ARIIA Marketing Communications Officer
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	May 2027	Lead: RAP Champion Support: ARIIA Administration and Projects Coordinator





For public enquiries about our RAP please contact

Name: Dr Rebecca Bilton

Position: Program and Research Director ARIIA

Email: rebecca.bilton@ariia.org.au