

HALL & PRIOR

# Reconciliation Action Plan

February 2023 - February 2025



RECONCILIATION  
ACTION PLAN

INNOVATE



HALL & PRIOR  
*Health & Aged Care Group*



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Cover Image: Extract of Kaartdijin (Knowledge), see page 24.

### Acknowledgement of Country

In the spirit of reconciliation, Hall & Prior acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.



## WESTERN AUSTRALIA

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AGMAROY AGED CARE HOME	WILSON	WHADJUK
BELMONT AGED CARE HOME	BELMONT	WHADJUK
CLARENCE ESTATE	ALBANY	MINANG
CONCORDE AGED CARE HOME	SOUTH PERTH	WHADJUK
EMERALD LIFE AGED CARE HOME	WEST LEEDERVILLE	WHADJUK
FRESHWATER BAY AGED CARE HOME	MOSMAN PARK	WHADJUK
HAMERSLEY AGED CARE HOME	SUBIACO	WHADJUK
HOCART LODGE AGED CARE HOME	HARVEY	WARDANDI
KARINGAL GREEN HEALTH AND AGED CARE COMMUNITY	HIGH WYCOMBE	WHADJUK
KENSINGTON PARK AGED CARE HOME	KENSINGTON	WHADJUK
LEIGHTON AGED CARE HOME	WEST PERTH	WHADJUK
MCDOUGALL PARK AGED CARE HOME	COMO	WHADJUK
MERTOME AGED CARE & RETIREMENT VILLAGE	BAYSWATER	WHADJUK
MOSMAN PARK AGED CARE HOME	MOSMAN PARK	WHADJUK
ROCKINGHAM AGED CARE HOME	ROCKINGHAM	WHADJUK
ST LUKES AGED CARE HOME	SUBIACO	WHADJUK
TUIA LODGE AGED CARE HOME	DONNYBROOK	KANEANG
TUOHY AGED CARE HOME	MIDLAND	WHADJUK
WINDSOR PARK AGED CARE HOME	CARLISLE	WHADJUK

## NEW SOUTH WALES

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AUBREY DOWNER AGED CARE HOME	POINT CLARE, GOSFORD	KURING-GAI
BEXLEY AGED CARE HOME	BEXLEY	EORA
CAROLINE CHISHOLM AGED CARE HOME	LANE COVE	KURING-GAI
CLOVER LEA AGED CARE HOME	BURWOOD HEIGHTS	EORA
FAIRFIELD AGED CARE HOME	FAIRFIELD	EORA
GEORGES ESTATE HEALTH & AGED CARE COMMUNITY	PENSHURST	EORA
GLENWOOD AGED CARE HOME	GREENWICH	KURING-GAI
GRAFTON AGED CARE HOME	SOUTH GRAFTON	GUMBAYNGGIR
MENAVILLE AGED CARE HOME	ROCKDALE	EORA
MONTANA AGED CARE HOME	MOSMAN	EORA
SHANGRI-LA AGED CARE HOME	HURSTVILLE	EORA
SIRIUS COVE AGED CARE HOME	MOSMAN	EORA
VAUCLUSE AGED CARE HOME	VAUCLUSE	EORA



## A MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



**I am delighted to present Hall & Prior's third Reconciliation Action Plan (RAP). This RAP will build upon the achievements of our last two RAPs, published in 2015 and 2019, and seeks to further our organisation's commitment to reconciliation.**

Hall & Prior has long held a belief that we are here to serve our residents, and that it is a great privilege to be entrusted with their home and daily life. We are committed to providing the best care to our residents, and to ensure that we can empower and support them to continue their lives as members of our community. Our belief is that care extends beyond the physical health of a person and encompasses their whole self, including their cultural identity. To be able to truly care for our residents we believe that it is our prerogative to create a culturally safe space where residents feel supported and empowered.

Hall & Prior have adopted a RAP that will enable us to continue to build relationships internally and externally, and will also raise awareness with stakeholders to ensure there is a shared understanding and ownership of the RAP within our organisation.

The development of the RAP has involved consultation with our Aboriginal and Torres Strait Islander staff and residents as well as with our key stakeholders to achieve our vision for reconciliation.

This plan outlines the actions the organisation has committed to from 2023 to 2025. I am proud to support these initiatives and look forward to seeing the benefits of the RAP in our organisation's future.

We are committed to becoming not just a care provider of choice and an employer of choice, but also a community of choice where all people feel safe and included.

**GRAEME PRIOR**  
Chief Executive Officer  
Hall & Prior Health & Aged  
Care Group  
December 2022



## A MESSAGE FROM RECONCILIATION AUSTRALIA



Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Hall & Prior continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types - Reflect, Innovate, Stretch and Elevate - allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloging the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Hall & Prior will

continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Hall & Prior using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on *relationships, respect, and opportunities* gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Hall & Prior to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Hall & Prior will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Hall & Prior's future RAPs and reconciliation

initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Hall & Prior on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

**KAREN MUNDINE**  
Chief Executive Officer  
Reconciliation Australia



## A MESSAGE FROM WENDY ASHWIN



I am delighted to be a part of the development and implementation of Hall & Prior's third Reconciliation Action Plan. I am really passionate about our journey towards reconciliation and extremely proud of the community that we have created for all residents but in particular our Aboriginal and Torres Strait Islander residents.

I am really excited about our RAP and I believe that we have an enthusiastic team working together who are all willing to go the extra mile. Our RAP working group is a diverse team of people from different backgrounds so they each bring different perspectives and ideas to create a holistic and inclusive plan. On top of this, we have been lucky enough to have one of our Aboriginal staff members - Carl Garlett who works in one of our Perth-based homes and his wife Nola Naylor - create an artwork for us to portray our organisation's vision for reconciliation. I think it really individualises and personalises our RAP.

There has long since been a discrepancy in the care that is provided to Aboriginal and Torres Strait Islander people in Australia, but we are making real strides in addressing these issues. The Aboriginal and Torres Strait Islander Program offered at our Windsor Park aged care home in WA is the only program of its kind

in an aged care facility offered anywhere in the State. We tailor our care towards our Aboriginal and Torres Strait Islander consumers and ensure that Aboriginal-focused activities such as yarn groups are offered and that Aboriginal foods are available where possible. Aboriginals make up around 25% of the population at Windsor Park and we are continuing to grow this number through community outreach and involvement.

I have been with Hall & Prior for eight years now and have worked in the role as Aboriginal Health Coordinator at Windsor Park and during that time, my role has given me the opportunity to advocate for individual Aboriginal and Torres Strait Islander residents as well as help residents maintain social and family connections.

After working as a guardian at the Office of the Public Advocate and having a number of aged care clients within the Hall & Prior family of aged care homes,

I jumped at the chance to take on the role of Aboriginal Health Coordinator for the Aboriginal Health Program at Hall & Prior. I saw this program as an innovative approach that would meet the needs of Aboriginal and Torres Strait Islander people in aged care - and it's safe to say I haven't looked back since. I love being on the other side of aged care now and being able to take on a more hands-on role with those residents in our care.

Since I joined the program at Windsor Park, I think that we have continued to improve each year and take on new challenges driven by the needs of our community and our residents. An incredibly important part of the program is ensuring that our residents are appropriately supported and respected in our care, to us we are not just providing a residence; we are also providing a home and a community.

For me personally, it's important that when we are providing care



for Aboriginal and Torres Strait Islander people we are supporting and fostering their connection to country. At Hall & Prior I have had the opportunity to be a part of the Back to Country program which involves getting Aboriginal and Torres Strait Islander people well and returning them to their own country. Since its inception, we have returned 25 people in our care back to country by either returning them to the community or an aged care facility, and we have also repatriated people to their community.

This program has given me the opportunity to create connections with both government and non-government agencies as well as presenting a briefing paper to the Royal Commission into Aged Care Quality and Safety regarding the care of Aboriginal and Torres Strait Islanders.

This RAP provides a framework for our continued commitment to reconciliation and paves the way for future projects which are needed and valuable. The next major step for Hall & Prior and I is our Sister Kate's project. Hall & Prior are building an Aboriginal-specific home at Sister Kate's, and I couldn't be more excited.

This project holds personal significance to myself as both my parents were brought up there. Our vision is to offer beds to dementia patients and Aboriginal people who need extensive care not currently provided in regional towns as well as Patient Assisted Travel Scheme Patients. This program will have extensive reach within our communities and will not only include the whole of WA, but will also extend to the NT, which is a really exciting prospect.

I am excited to continue on our journey towards reconciliation and am proud of the commitment that Hall & Prior has made to create a space for all Australians in aged care.

My personal view is we need to work together to provide a service for individuals who have been disadvantaged all of their lives. We live in this country together and we need to find a solution together and provide a better service for those in need.

**WENDY ASHWIN**

Aboriginal Health Coordinator  
Hall & Prior Health & Aged Care  
Group



*“Reconciliation will not work if it puts a higher value on symbolic gestures rather than the practical needs of Aboriginal and Torres Strait Islanders in areas like health, housing, education and employment.”*

- Warren Mundine AO, Australian Aboriginal leader and former National President of the Australian Labor Party.

*“To us, health is about so much more than simply not being sick. It’s about getting a balance between physical, mental, emotional, cultural and spiritual health. Health and healing are interwoven, which means that one can’t be separated from the other.”*

- Dr Tamara Mackean, Waljen woman from the Goldfields of WA and Associate Professor, College of Medicine and Public Health, Flinders University.



## OUR VISION FOR RECONCILIATION

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Hall & Prior's vision for reconciliation is for an Australia where all individuals are united with an understanding of our shared history and a commitment to a future together that is built on equity, empathy and respect which is representative of our organisations core values.

In the context of our organisation, we strive to lead the way in the provision of aged care services and employment opportunities for all people within our community and create the inclusive and equitable future for Aboriginal and Torres Strait Islander peoples, which we want to see.

We believe that we have both an opportunity and an obligation to create an environment where all ageing Australians have access to the care and accommodation they need whilst feeling safe, respected and heard. Our vision cannot be achieved in isolation from reconciliation, it is not only the act of creating a future; it is the act of acknowledging and learning from the past to shape the future that we deserve.

All Australians deserve to feel a sense of cultural belonging founded through respect and

equality and we aspire to foster this by learning and growing at each step we take toward reconciliation. Aboriginal and Torres Strait Islander cultures are the oldest continuing cultures in the world, and Australians should take pride in acknowledging and celebrating the richness and diversity of these cultures today. Hall & Prior believe that this is every Australian's responsibility and we want to help lead the way toward this brighter future.

## OUR BUSINESS

Hall & Prior began operations in 1992 with one family-owned nursing home in Perth, Western Australia. We have grown to become one of the leading aged care providers in Australia with 32 nursing homes across two states and multiple home care programs in both regional and metropolitan areas. Our growth and expansion as a company has been shaped by a passion for providing older people from all walks of life, access to high quality care and support as they age.

In 2022, Hall & Prior care for over 2,000 older people in Western Australia and New South Wales, both in our care homes or in their own home through our home care programs. With this scale of operations comes diversity; there is no 'one size fits all' recipe of care provision or employment practices. Our desire is to create environments where people can see themselves represented in and feel respected and protected.

All of our homes strive to be a safe place for all people. Two of our homes in WA have dedicated programs for Aboriginal and Torres Strait Islander people,

providing them with a culturally-sensitive care environment that reflects their needs.

A fundamental objective of our RAP is that every Aboriginal and Torres Strait Islander person who enters our care feels respected, safe and protected.

Beyond the people in our care, Hall & Prior employs over 2,000 staff in care, nursing, hospitality, allied health, management and administration roles. While the number of Aboriginal and Torres Strait Islander staff is currently not known, we are determined within this RAP to work towards finding

culturally-appropriate ways to understand this. Our workplaces strive to be an inclusive and safe environment for all staff where diversity and culture is celebrated and respected. We strive to empower our staff to continually learn and develop and have a passion for providing education and training opportunities to all staff in ways that best suit them.

Hall & Prior has developed strong partnerships and relationships within community, government and industry stakeholders who have assisted us to become a best practice leader in the aged care sector.





## OUR RAP

Our RAP was originally championed by Graeme Prior, Hall & Prior's Chief Executive Officer in 2013 to ensure that our care programs and our organisation are more accessible for Aboriginal and Torres Strait Islander people. This initiated the employment of Hall & Prior's first Indigenous Advisor and a full-time Aboriginal Health Coordinator at Windsor Park Aged Care Home (WA).

Since this time, we have developed a RAP Working Group (RAPWG) made up of nine staff members who represent key areas of our business and are responsible for the implementing, monitoring and reporting of our RAP. Our RAPWG will conduct regular monitoring checks and be held accountable by reporting progress and updates to both internal and external parties so that we can ensure deliverables and actions are being met.

Our RAPWG has a nominated WA lead, NSW lead and a Chairperson who will lead the RAPWG to champion the actions and deliverables outlined in our RAP for the organisation. The key roles that are represented within our RAPWG are:

- Director Corporate Services (RAP Champion)
- Aboriginal Health Coordinator
- Learning & Development Manager
- Senior Manager Corporate Development
- Senior HR Business Partner
- Lifestyle Coordinator
- Communications and Publications Manager
- Corporate Services Project Officer
- Personal Carer Advanced Practice - Aboriginal Health Services
- Aboriginal Health Strategy Advisor (*External*)

Of the nine staff members on our RAPWG, two identify as Aboriginal

or Torres Strait Islander and are key members who provide not only a First Nations point of view but also a point of view from our staff and consumers at the home level. This input provides us with an understanding of the needs and requirements of both the staff working in our homes as well as the Aboriginal and Torres Strait Islander residents who reside within our homes. It ensures that we are acting from a point of care perspective rather than from solely a managerial or corporate mindset. Beyond this, our RAPWG is committed to engaging with First Nations Stakeholders and organisations to seek guidance and advice on the best course of action to meet the deliverables outlined in our RAP and ensure we are acting in the best interest of the Aboriginal and Torres Strait Islander individuals in our organisation.

In 2019, we created our second RAP and our first Innovate RAP which was reflective of the journey Hall & Prior had taken. It was the foundation for our organisation to listen, learn and improve our services so they are appropriate for people from all walks of life. Unfortunately, progression of some of the deliverables that were identified in our second RAP were paused as it coincided with the Royal Commission into Aged Care Quality and Safety, and the COVID-19 pandemic, both of

which took significant resources and focus from our teams.

Our third RAP is being delivered as we come out of the COVID-19 pandemic and is further informed by recommendations relating to the care of Aboriginal and Torres Strait Islander people from the Aged Care Royal Commission. Both the Royal Commission and pandemic have had an extensive impact on the industry and our organisation, changing the way we operate and provide care. With the extensive increase in requirements for reporting and compliance that have arisen in the past three years, we have had to review and redesign our processes and systems so that we can meet our requirements while still focusing on supporting our staff and providing the highest quality care to our residents. These learnings have allowed us to be more dynamic with future policy and procedure reform and allowed us to better recognise the need for change. Our RAP reflects the journey that we have been on over the past three years and demonstrates our roadmap to continue to create an environment for people from all walks of life based on inclusivity, safety and respect.

We present this RAP as a strategic framework outlining the commitments we are making, and will be tracking and reporting against it over the next two years to advance reconciliation.

## THE ROYAL COMMISSION

The Royal Commission into Aged Care Quality and Safety was established in October 2018, and a key focus area was the Care of Aboriginal and Torres Strait Islander people. In May 2019, Hall & Prior was requested to brief the Commissioners outlining the features of Hall & Prior’s Aboriginal Care Program and recommendations we have for the care of Aboriginal and Torres Strait Islander people in Australia.

Our Aboriginal Health Coordinator, Wendy Ashwin, travelled to Adelaide to brief the Commissioners on our Key Learnings from the Windsor Park Aboriginal Care Program. Wendy’s evidence focused on the following:

1. Aboriginal and Torres Strait Islander people are not a homogenous group, and they have a great diversity of cultures, preferences, customs and beliefs.
2. The care requirements of Aboriginal and Torres Strait Islander people differ from those of the general residential aged care population. Current assessment and funding tools are not sensitive to their holistic care needs.
3. The medical, economic and social disadvantage experienced by Aboriginal people through their lifetime is well-documented. The aged care system inherits the outcome of this lifetime of disadvantage, and in some instances, failings of other branches of the health care system.
4. The social and spiritual care provided to an Aboriginal person in residential aged care is at least an equal contributor to their overall health status alongside care provided through a medical model. Getting this social

care right, and in some circumstances extending this social care to the consumer’s family can present the greatest challenge for an aged care provider.

Following the presentation of our key learnings we outlined the recommendations we had for the future of Aboriginal and Torres Strait Islander aged care in Australia. We made six recommendations, mainly focused on cultural awareness and inclusivity, and also outlined the discrepancy of funding available to provide this care.

1. All aged care staff who have contact with Aboriginal and Torres Strait Islander people in care should be provided with cultural safety training.
2. A flexible approach to funding for facilities that have specialist programs for Aboriginal and Torres Strait Islander people is needed, and can demonstrate key areas of competency in service provision for these residents.
3. A funding mechanism to facilitate a return to country pre- or post- death has significant cultural value, and should be available when Aboriginal and Torres Strait Islander people relocate from traditional lands in order to access residential care.
4. An alternate and expedited means testing arrangement for Aboriginal and Torres

Strait Islander people entering into residential aged care is needed due to the collective management of finances within some Aboriginal families (i.e. pooling of financial resources).

5. There needs to be increased opportunities and incentives for aged care providers to attract and retain Aboriginal people as employees, recognising the value that this would offer to Aboriginal people in residential aged care.
6. Funding arrangements that enable the collaborative care requirements of Aboriginal people to encompass multidisciplinary care, transport, accommodation, as opposed to funding specific organisations that can only provide selective elements of these needs.

We were proud to have the opportunity to present our findings and recommendations to the Royal Commission as it is a subject that we as an organisation are very passionate about. We were particularly pleased to see the sentiment contained in our recommendations to the Royal Commission captured at least in part in some of their recommendations, particularly recommendation 46 (cultural safety), 51 (employment and training opportunities) and 52 & 53 (funding).

As was outlined in our evidence, and reflected in the recommendation of the Royal Commission, healthcare for



Aboriginal and Torres Strait Islander people in Australia has long since lacked cultural awareness and safety which creates difficulties and barriers for First Nations people accessing their required health care.

These barriers not only impact the individual but also the health care system as treatable/manageable illnesses are not addressed until greater intervention and care is required. This extends into the aged care sector and can have an even greater impact, as by this time it is often a lifetime disadvantage and one that can take people away from their country and culture.

We are excited for what the future holds as we play a part in an aged care sector seeking continuous growth and development of care that is more inclusive and culturally appropriate.

## Windsor Park Aged Care Home

Our Windsor Park facility is a 90-bed aged care home in Carlisle, in the inner east of Perth. This home is renowned in the local community and among industry experts and referral partners as a home of choice for Aboriginal and Torres Strait Islander people. It has also been acknowledged with three Commonwealth Better Practice awards in the last decade. Windsor Park is a specialist provider of residential aged care to Aboriginal and Torres Strait Islander people where 25% of residents in the facility identify as being Aboriginal or Torres Strait Islander.



**ELDERS AND FRIENDS**

Murray Eades (left), Bevan Lane (now back in the community) and Josie Morrison.



# A home that *respects elders*

*Windsor Park in Carlisle, Perth has a very special reputation for caring for some of the most vulnerable Aboriginal elders in the WA community. **Murray Eades** and **Bevan Turner** are two residents who call Windsor Park home.*

**W**indsor Park Aged Care Home has an excellent reputation for good reason. The team at Windsor Park Aged Care Home have won three Commonwealth Better Practice Awards from the Australian Aged Care Quality Agency. This prestigious national award recognises outstanding innovations in care.

The 2018 Better Practice Award celebrated the Back to Country Program, which assists Aboriginal care recipients to return to their regional and desert communities. Working with the home's Aboriginal Health Coordinator Wendy Ashwin, the program has assisted 12 Aboriginal people to return to their communities throughout Western Australia. The program consists of evaluating whether the person's health condition can be stabilised and

rehabilitated to a level of fitness and independence where they would be able to return to their home.

Two residents - Murray Eades and Bevan Turner - share their thoughts about what makes Windsor Park so special.

## MURRAY EADES

Murray Eades, 71, is from Katanning and has been living at Hall & Prior's Windsor Park Aged Care Home for the past six months.

"The people at Hall & Prior treat me well," he says. "I have a good relationship with everybody; they respect me as an Aboriginal person and it makes me proud as an Aboriginal elder."

Murray likes to keep busy around the home and lends a hand when and where he can.

"I enjoy helping the cleaning ladies with different chores to do," he says. "I also like going to the shops, buying clothes and meeting other Aboriginal people in the community."

During his shopping trips and visits outside of Windsor Park, Murray enjoys the company of Carl and Wendy, who both work at the home, saying they're happy to take him around the community.

He derives great pride in being a respected Aboriginal elder and believes the staff at Windsor Park encourage this self-confidence.

"I've always recognised myself as a proud Aboriginal man who believes in my spiritual beliefs, and am proud of my Aboriginal people."

He's an advocate for the Windsor Park approach to offering residential aged care options for Aboriginal people - and would



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*I've always been a proud Aboriginal person and being respected in the community makes me a proud Aboriginal man.*

*Murray Eades, 71*

recommend the home to his friends and relatives.

“My relatives would benefit greatly if they were to live at Windsor Park because of the care they would receive from staff and management,” he says.

His only quibble is the food which he finds a little bland on occasion. However, his favourite meal - anything cooked on the BBQ - is an option on sunnier days.

#### BEVAN TURNER

Bevan Turner, 58 was born in Warburton, an Aboriginal community in WA, just to the south of the Gibson Desert with a small population of around 600 people.

He has lived at Windsor Park for the past three months and describes the experience of ‘fitting back into society’ at the home as ‘special’.

“For me, being respected as an Aboriginal person is very personal,” says Bevan.

Like Murray, he enjoys trips to the shops and seeing other Aboriginal people in the community.

“I also like having visits from my family which is quite special for me.”

Murray’s sense of self-worth is strong and at Windsor Park, his identity as an Aboriginal elder is nurtured and valued.

“I’ve always been a proud Aboriginal person and being respected in the community makes me a proud Aboriginal man.”

He has built up a good relationship over a relatively short period of time with Wendy and Carl, Windsor Park’s Aboriginal staff.

“They take me out into the community to buy clothes and other odds and ends,” he says.

He’s keen to encourage his family and friends to consider moving to Windsor Park too.

“I would recommend any of them who need help at Windsor Park to come here,” says Bevan. “The staff are kind and considerate who care for those who they look after.”

And like Murray, he loves nothing better than tucking into a BBQ with his new mates at Windsor Park.





IN GOOD HANDS

Grafton resident, Nicholas Hamilton, right, is a proud Wiradjuri man.



# Room for all *at Grafton*

*Aboriginal residents **Nicholas Hamilton** and **Uncle Rob** are able to pursue their own interests at Grafton Aged Care Home, a NSW Hall & Prior facility with a proud history of honouring its residents' history and hobbies.*

**G**rafton Aged Care Home is located in one of north eastern NSW's most picturesque cities. Towards the end of each year, the town is blanketed in stunning purple flowers when the jacaranda trees bloom. It overlooks the Clarence River and is home to two of our residents - Nicholas Hamilton and Uncle Rob.

## NICHOLAS HAMILTON

Grafton resident Nicholas is a 66-year old proud Wiradjuri man.

"I am from Narrandera (in south west NSW), and have lived in the Grafton area for 20 years, moving into Grafton Aged Care Home just over two years ago."

For Nicholas, being a proud Aboriginal man has not come without its challenges.

"In the past we were made to feel like nothing because of our colour," he says. "It took us a long time to fight for better conditions. Now conditions in Australia are getting better with more recognition and recognition improving."

Grafton Aged Care Home goes some way in playing its part in this improvement of recognition of Aboriginal people, believes Nicholas - particularly the staff who respect his wishes, even when he's feeling 'antisocial at times'.

"The staff here know you and stop to listen to you," he says. "I prefer to not attend the group activities and events in the home some times. I prefer to spend time on my own during the day."

On other occasions, Nicholas enjoys interacting with staff,

telling jokes and laughing with his fellow residents.

"The staff here give you time, like Louise, Amy and Maria have good little talks with me most days. I enjoy the conversations with them," he says.

For any of his friends and family who may be considering making the move to Grafton Aged Care Home, Nicholas has some simple advice.

"I'd say; go for it!" he says.

He has high praise too for the food at Grafton.

"I love spaghetti bolognaise," he says. "I'd love to learn how the Italians make it. They make it well here at Grafton."

"I also enjoy an occasional beer - my favourites are either Iron Jack or Victoria Bitter from the can."

## UNCLE ROB

Uncle Rob is 75, and a Gumbaynggirr elder of the Nambucca Valley (on the north coast of New South Wales). A resident of Grafton Aged Care Home in Grafton for the past year, he originally got his name from his sister.

"We loved telling the tale of Robin Hood as children," he says.

He recalls a happy childhood, with his mother working hard and looking after eight children.

"She ensured we had a good education," he says. "Every night after dinner, instead of having entertainment, she would educate us and this was to be our social justice, ensuring we had strong successful futures."

The family lived in an old house with a simple kerosene lamp, a battery-charged radio and no running water.

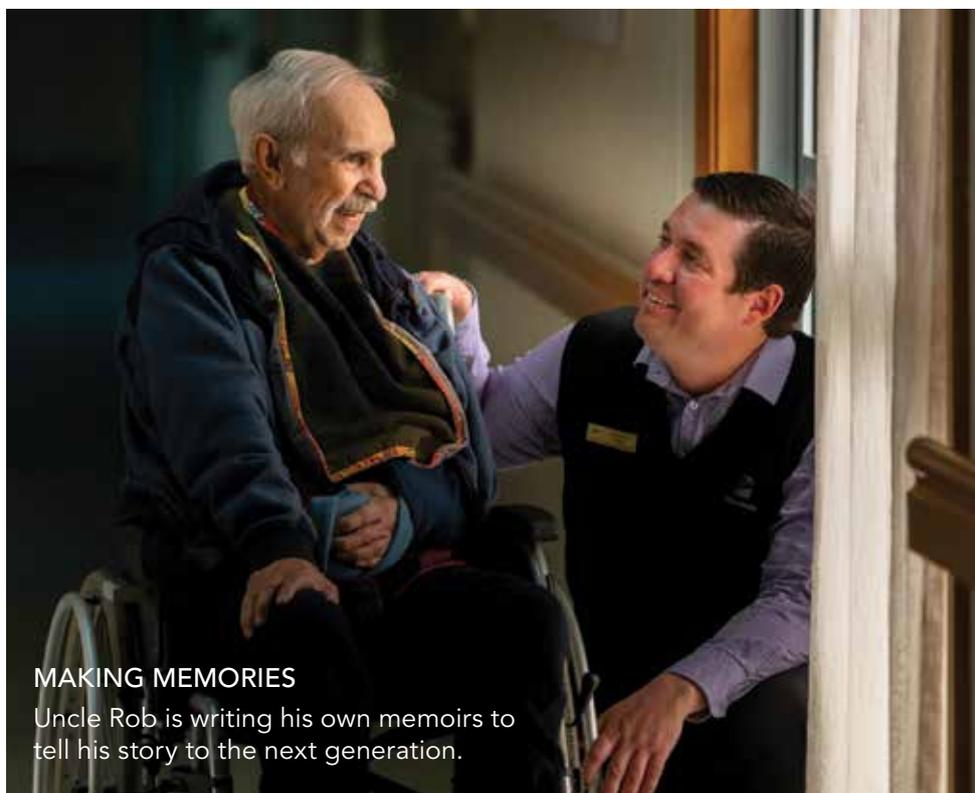
"To get fresh water, we would have to walk 500m to the well," he remembers.

"As kids we would work on picking peas; we loved it as it felt like an exciting adventure watching the mail trains go past us."

The young siblings would play a game seeing how close they could get to the loud trains as they travelled past them.

Uncle Rob's first trip to Sydney left the young man in awe of the size of the city.

"I was shocked at how big Central Station was, and I could see all the big trains up close."



### MAKING MEMORIES

Uncle Rob is writing his own memoirs to tell his story to the next generation.

In retrospect, he has nothing but respect for his mother, father and other ancestors, for all they did to ensure his and his siblings' future.

"Thinking of what my mother, father, grandparents and great grandparents had done in their time breaking a lot of barriers. They forged a better life for us and for social justice," says Uncle Rob.

Now that he lives at Grafton, Uncle Rob believes that he has found a place where he truly can treat it as his home after some years of discomfort.

"Through my experiences with hospitals, I felt like I was on a production line being rushed out once I was at a certain level of recovery," says Uncle Rob.

"I was able to be brought to Grafton Aged Care Home in which I was told by staff to "remember that this is my home. This meant a lot to me."

When other Aboriginal people come to the home, Uncle Rob likes to welcome them and help them feel connected and at home too.

The home's observance and respect for important national days – like ANZAC Day and Remembrance Day – are also of importance to Uncle Rob.

"As a veteran serving in the Royal Australian Airforce, I am also able to take part in ANZAC Day and Remembrance Day services as a dignitary which brings me great honour and joy."

Uncle Rob derives pleasure from helping organise and discuss Aboriginal cultural events and ceremonies in the home too, and takes pride in the close relationships he has with all the staff at Grafton.

"I also attend local community Elder luncheons; it means a lot to me to have strong community connections."

When it comes to a good feed, he loves scallops with fish and chips, cold meat sandwiches, and local snapper and mullet.

Asked if he would recommend family and friends coming to Grafton to live, he doesn't hesitate.

"I'd tell them to come and see me when you get here and I will welcome you," he says. "I would introduce you to the home and make you feel connected here socially and culturally."

Uncle Rob enjoys making use of the home's facilities and allied health services, including IT equipment to further his own knowledge as he writes memoirs of his life and family history.

"I enjoy using my computer to research, learn and write important correspondences. I have assistance from Grafton Aged Care Home staff and my speech therapist with this.

"I am writing memoirs to tell my story and also help the next generations of my family learn about their culture and heritage," he says.

"It's important to know who you are (your heritage) and where you come from. I feel this is the work I need to complete to honour my elders and the Gumbaynggirr people."

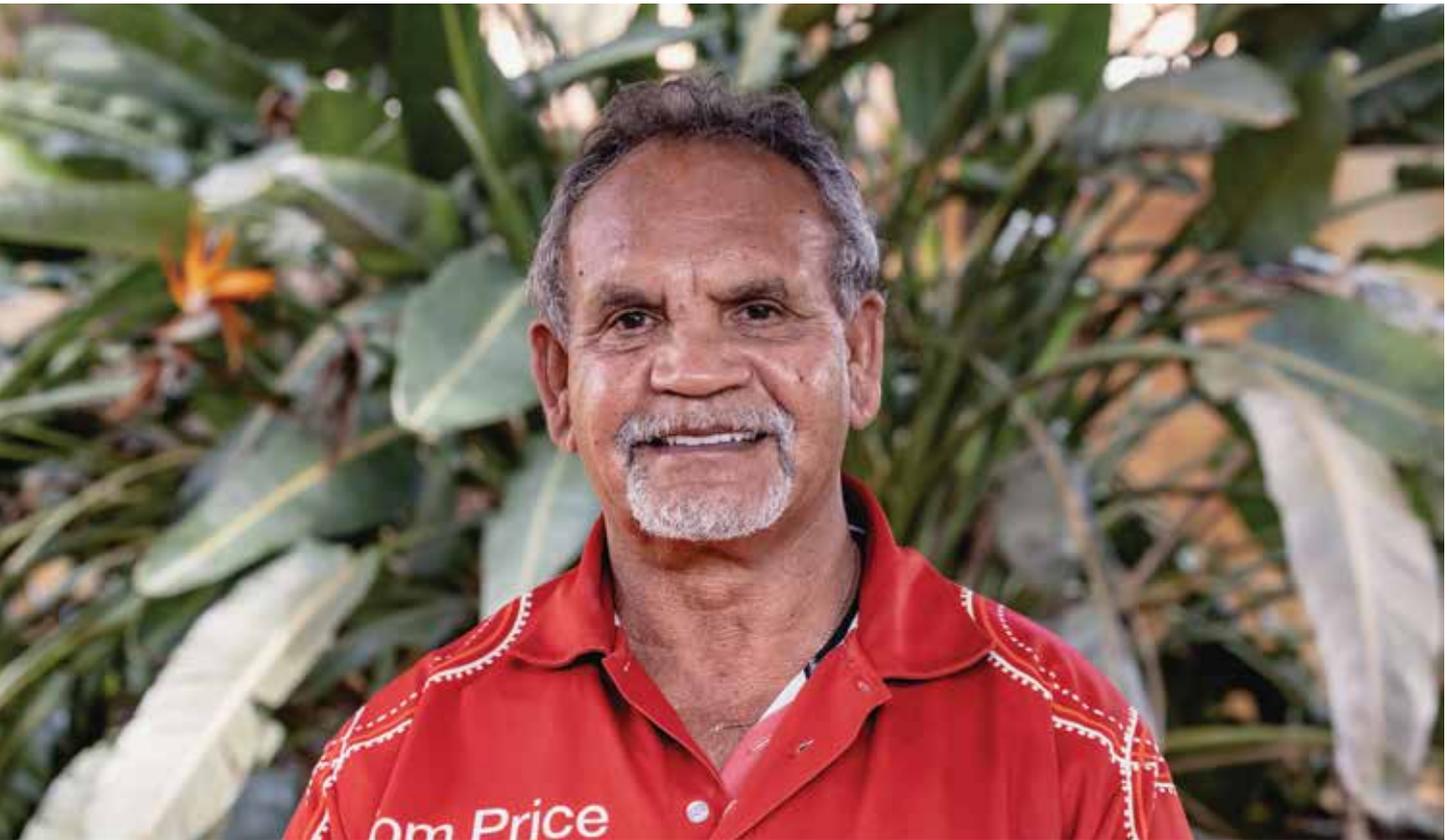
“

*Uncle Rob believes that he has found a place where he truly can treat it as his home after some years of discomfort . . .*

#### ENJOYING LIFE AGAIN

As an ex-veteran, Uncle Rob values Grafton's observance of days like ANZAC Day.





## Where the land meets the sea

*Artist Carl Garlett has created a moving original artwork, depicting the inclusive and protective nature of Hall & Prior's aged care homes in WA.*

**THE LINE OF SMALL WHITE DOTS** which are down the centre of WA artist Carl Garlett's painting depicts Hall & Prior's homes in the State, just one of the many visual representations of reconciliation which Carl has sewn into his extraordinary artwork.

Part of the Stolen Generation, Carl was brought up in a home, having been taken away from his Mum and Dad at an early age.

"I don't blame anybody there's always a purpose in life and was eventually able to reconnect with my family, ending up with a good relationship with my Mum," he says.

After completing a degree in Aboriginal art some 20 years

ago at Curtin, Carl put his paintbrushes aside to pursue a career in the mining industry.

Prior to that, he had worked in Children's Cottages for over a decade, after leaving the small town of Kellerberrin in the Wheatbelt, which is Ballardong country.

The idea of bringing people together however, illustrated through art, has been a theme throughout his life. Inspiration runs deep and now that he has taken up his paintbrushes again, he draws on his Country and background to inspire his artworks.

"The ideas flood into you, like a waterfall," he says. "They just keep

flowing and all you need to do is see how far you can go."

"There were few job opportunities in Kellerberrin so I came to Perth," says Carl. "Art was always in the background and after I saw a mate doing it, I just knew it was within me, spiritually. The idea of it keeps growing within you and you eventually realise that it's what you want to do."

Now working at Hall & Prior's Windsor Park Aged Care Home as an occupational therapist, Carl was very happy to be invited to create an original artwork to feature in this Reconciliation Action Plan and in due course, be hung at the Group's HQ in West Perth.

"I'm one for bringing everybody together, it's so important in life," says Carl. "If we don't try, things happen so if we can bring a bit of harmony within the community, it's important to show that freedom of spirit, and make people aware that it doesn't matter what colour you are."

Working with his wife Nola - a Yamatji woman from the Pilbara region, also an artist, the pair drew on the land and the sea for inspiration, reflecting their differing upbringing, Carl from the hot and dusty Wheatbelt and Nola from the land and sea of the Pilbara.

Working mostly in acrylics with a variety of instruments, including kebab sticks to create the intricate dot patterns, Carl and Nola incorporated different animals on the land and in the sea to reflect the spirit of reconciliation and working together.

Reflecting the insight both Carl and Nola have for their land, the work is called Kaartdijin (Knowledge).

"Echidnas, geckos, whales, turtles, dolphins and fish with corroborees around the edge encircle the Hall & Prior homes in the middle," says Carl.

Staff members, including CEO Graeme Prior, added their own fingerprints in white paint on some of the animals, contributing physically to the artwork and making it even more unique.

The animals represent different versions of strength to Carl and Nola, and all play their own part in the Aboriginal storytelling landscape.

"Goannas for instance are seen as positive additions to a painting," says Carl. "They bring people

together and there's a lot of strength in them. They're humble but bring strength through their protective natures, ensuring nothing happens to their tribe."

The whales and turtles, meanwhile, are included as a nod to the past and present.

"The old men used to catch whales and we still love to catch and eat turtles today - they're delicious," says Carl.

#### LAND AND SEA IN HARMONY

Hall & Prior CEO Graeme Prior adds his fingerprints to Carl Garlett's beautiful artwork.





## KAARTDIJIN (KNOWLEDGE)

Drawing on their deep insight into the land and sea of their Country, artists Carl and Nola have called this work Kaartdijin, or Knowledge.

The name also represents the journey towards reconciliation in Australia.

"Knowledge is the path to reconciliation, and if we walk that path together," says Carl, "good things will happen."

"The journey to reconciliation will be stronger together for all concerned."





# A fruitful *partnership*

*Hall & Prior's catering and hospitality division, Fresh Fields, works closely with Indigenous-owned Abundance Produce Australia to feed the residents of its WA homes.*

**F**resh Fields Hospitality Services offer a unique and specialised catering and linen service to the aged care industry, and with their team of experienced, professional chefs, the team create seasonal meals that are fresh, delicious and nutritionally balanced.

Partnering with Abundance Produce Australia, the chefs are able to draw on locally-grown produce, supplied by an

Aboriginal business determined to make a positive change.

Abundance has a skilled workforce with over 10% of their team being Indigenous employees committed to providing continuous benefits throughout the entire food chain from farm to end user.

They source in-season produce and promote ethical growing and Responsible sourcing practices.

In addition to Fresh Fields, the

“

*Abundance provides tangible opportunities for Aboriginal employment...*



company supports some of the world's biggest facility management providers including companies such like Compass, Sodexo, Civeo and Qantas. These relationships are built on solid agreements that provide for exclusive off-take with Aboriginal growers and community partnerships with Traditional Owners.

Abundance provides tangible opportunities for further Aboriginal employment, capability and capacity through its partnerships, with vertical agribusiness and profit flowing back into rural communities.

Abundance has a purpose-built 12,000 sq m Distribution Centre in Canning Vale designed to efficiently manage the entire food supply process, and their guarantee starts in the paddock and ends up on the plate.



#### GOOD TUCKER

Opposite, Fresh Fields Hospitality's Eric Frahamer.

# River Country

*Artist Deborah Taylor draws on the inspiration from the Clarence Valley, her family straddling two nations with her work reflecting the fauna and flora of this fertile spot.*

**MY NAME IS DEBORAH TAYLOR** and I live in South Grafton in the Clarence Valley. We are on the border of the Bunjalung nation with Gumbaynggirr and Yaegl. My affiliation is to both nations - my father for Gumbaynggirr and my mum for Bundjalung. My mum was born in Box Ridge Coraki and descended from the Olive/Cowan families and was one of seven sisters and one brother. The Clarence Valley is where she married my dad (Albert Taylor) and they reared their family Grafton.

I grew up around rivers, fishing and catching turtles in country creeks, swimming in the Clarence, fishing and foraging in the ocean. My dad shot kangaroos and that's what we ate as well as bush foods in season - these were treats.

There were days we went as family just us or our extended family to the bush or seaside to practice hunting and gathering, and even then, the places to go were limited. Now it is more restricted and to me, those are precious memories of different times.



My works are of landscapes and I want to depict that these were created long ago, and th that the Bundjalung peoples have always been a part of the land and are imprinted in its core.

No matter what layers, like structures, arenas, houses etc. are put on the land, it is still Bundjalung and always will be.

## FIGTREE MAAGUNDA

This artwork is of the fig tree and its importance in Gumbaynggirr stories and landscape. The word "maagunda" means to celebrate.

The painting is a celebration of the depth of colour in the leaves and fruit of the foliage and the shape and different textures of the trunk and branches and also the curves and bends of the large roots above ground. I have shown dragonflies in the artwork to represent the insects and other wildlife (reptiles, birds, mammals and insects) that use the trees. The blue colours are the water taken up by the fig especially near the Clarence River.

Traditionally the different varieties of fig trees were used as medicine, food and technology eg. sandpaper fig; the fruit that grew on the trunk was eaten; the bark and leaves were used to sand off timber implements and also were crushed into



a salve for use on skin irritations and the bark was stripped to be used as a weaving fibre.

Figs are special and need to be celebrated. They are also just beautiful and as well as being useful are a feast for the eyes.



FIGTREE MAAGUNDA



## TURTLES

I have always loved turtles whether fresh or saltwater turtles. They have a resilience and calmness about them that even though on land they seem slow and cumbersome once they hit the water they are graceful and powerful as they glide on their way.

This artwork is to show that gracefulness and the colours are in homage to when the sun glints

off water and at times the ocean or river isn't blue or brown but a mixture of hues and I always see purple tints. I made the turtles silver to show them swimming at night gliding through the ocean or rivers just being turtles.

The Gumbaynggirr name for turtles is Ngurlaa for freshwater turtles and Ngarlaa for saltwater turtles.



**SIGNIFICANT WORK**  
Deborah Taylor's work hangs  
in Grafton Aged Care Home  
near the Clarence Valley.



# RELATIONSHIPS

At Hall & Prior, we believe that building and maintaining strong relationships both within our organisation and within the communities we operate in is the key to being able to provide high quality care services. We are committed to creating cultural belonging in our organisation and understand that through engagement and collaboration with Aboriginal and Torres Strait Islander people, we can build the trust and understanding that is needed to achieve this. We believe that strong and long-lasting relationships are the foundations for our vision of reconciliation.

*When you want to go fast, you go alone but when you want to go far, you go together.*

## AIM

To build relationships with Aboriginal and Torres Strait Islander communities, organisations and individuals.

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1. Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Oct 2023	• Director Corporate Services
	2. Engage with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Sep 2023	• RAPWG Lead WA • RAPWG Lead NSW
	3. Form relationships with Aboriginal and Torres Strait Islander health services that actively contribute to the care and service provision for our Aboriginal and Torres Strait Islander residents.	Aug 2023	• Aboriginal Health Coordinator WA
	4. Create a register of these service providers on the organisations intranet.	Sep 2023	• Director Corporate Services
2. Actively celebrate and raise awareness of local National Reconciliation Week (NRW) events by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and the wider community.	1. Reconciliation Action Plan Working Group (RAPWG) organise at least one event in both WA and NSW for NRW each year.	May 2023 May 2024	• RAPWG Lead WA • RAPWG Lead NSW
	2. Register all our NRW events on Reconciliation Australia's NRW website.	May 2023 May 2024	• RAPWG Lead WA • RAPWG Lead NSW
	3. Circulate Reconciliation Australia's NRW resources, events and reconciliation materials to all staff via the Hall & Prior intranet.	May 2023 May 2024	• Communications & Publications Manager
	4. Actively encourage and support all staff and senior leaders to participate in NRW events.	May 2023 May 2024	• RAPWG Lead WA • RAPWG Lead NSW
	5. RAP Working Group members to participate in an external NRW event.	May 2023 May 2024	• RAPWG Lead WA • RAPWG Lead NSW
	6. Hall & Prior executive staff, including Board Members will participate in at least one external NRW event each year.	May 2023 May 2024	• RAPWG Lead WA • RAPWG Lead NSW

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
<b>3. Promote reconciliation through our sphere of influence.</b>	<b>1.</b> Promote the revised RAP and share progress towards deliverables through internal and external publications, including the Hall & Prior website, intranet, quarterly magazine <i>Life &amp; Love</i> and social media.	Mar 2023	<ul style="list-style-type: none"> <li>• Communications &amp; Publications Manager</li> <li>• Director Corporate Services</li> </ul>
	<b>2.</b> Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforces.	Jul 2023	<ul style="list-style-type: none"> <li>• RAPWG Chair</li> </ul>
	<b>3.</b> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Oct 2023	<ul style="list-style-type: none"> <li>• RAPWG Chair</li> </ul>
	<b>4.</b> Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance our organisations journey towards reconciliation.	Jul 2024	<ul style="list-style-type: none"> <li>• RAPWG Lead WA</li> <li>• RAPWG Lead NSW</li> </ul>
	<b>5.</b> Review the biannual staff survey results to monitor staff awareness of Hall & Prior RAP and Reconciliation events.	Oct 2023	<ul style="list-style-type: none"> <li>• Corporate Services Project Officer WA</li> </ul>
	<b>6.</b> Include the RAP as a permanent agenda item for discussion at all WA and NSW Board of Management (BOM) meetings.	Jul 2023	<ul style="list-style-type: none"> <li>• RAPWG Chair</li> </ul>
	<b>7.</b> Develop and implement a strategy to publicly communicate Hall & Prior's RAP and commitment to reconciliation utilising our current media channels.	Apr 2023	<ul style="list-style-type: none"> <li>• Communications &amp; Publications Manager</li> </ul>
	<b>8.</b> Ensure that the RAP and related programs are presented and highlighted to at least one national aged care conference. There would be a focus on encouraging other aged care providers to adopt similar programs and/or commit to the development of their own RAP.	Dec 2023	<ul style="list-style-type: none"> <li>• Chief Executive Officer</li> <li>• RAPWG Chair</li> </ul>
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	<b>1.</b> Include education on the effect of racism as part of the mandatory induction training for all staff.	Feb 2023	<ul style="list-style-type: none"> <li>• Learning &amp; Development</li> </ul>
	<b>2.</b> Educate senior leaders on the effects of racism.	Jun 2023	<ul style="list-style-type: none"> <li>• Learning &amp; Development Manager</li> </ul>
	<b>3.</b> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Jun 2024	<ul style="list-style-type: none"> <li>• Manager Corporate Services - Compliance</li> </ul>
	<b>4.</b> Develop, implement, and communicate an anti-discrimination policy for our organisation.	Sep 2023	<ul style="list-style-type: none"> <li>• Manager Corporate Services - Compliance</li> </ul>
	<b>5.</b> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Aug 2023	<ul style="list-style-type: none"> <li>• Manager Corporate Services - Compliance</li> <li>• RAPWG Chair</li> </ul>

# RESPECT

Respect is one of Hall & Prior’s core organisational values and is based on celebrating diversity, inclusivity and individuality. Our commitment to cultural inclusivity encompasses all aspects of our business, not just our consumers, staff and commercial partnerships, but also for the land we operate on and the resources we utilise. We strive to demonstrate flexibility and openness so that we can listen and learn from our staff and consumers and use their knowledge to create an environment and culture that reflects their needs and wants. We recognise that social and emotional wellbeing can only be truly understood when all aspects of heritage and culture are considered, including colonisation, dispossession and historical impacts. We are committed to creating positive change on the individual level as well as the systemic level through education and training, process reform, and consultation with Aboriginal and Torres Strait Islander individuals and organisations.

*As we strive to be a leading provider of aged care services we also strive to honour the histories and diversity in experiences of individuals in the Hall & Prior community. This can only be done through listening and learning so that we are able to create culturally safe spaces.*

## AIM

To embed an organisational culture that is welcoming and respectful to all individuals.

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
<b>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	<b>1.</b> Provide opportunities for RAPWG members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	Oct 2023	<ul style="list-style-type: none"> <li>Learning &amp; Development Manager</li> </ul>
	<b>2.</b> Collaborate with Dementia Training Australia (DTA) to establish a sustainable employee L&D program around Aboriginal and Torres Strait Islander peoples living with dementia.	Jan 2023	<ul style="list-style-type: none"> <li>Learning &amp; Development Manager</li> </ul>
	<b>3.</b> Integrate Aboriginal and Torres Strait Islander cultural learning modules into core training to increase staff cultural awareness around Aboriginal and Torres Strait Islander peoples. Make completion a requirement for all employees.	Feb 2024	<ul style="list-style-type: none"> <li>Learning &amp; Development Manager</li> </ul>
	<b>4.</b> Ensure that completion of Aboriginal and Torres Strait Islander cultural learning modules is a requirement for all staff members.	Feb 2024	<ul style="list-style-type: none"> <li>RAPWG Chair</li> </ul>
	<b>5.</b> Explore what Aboriginal and Torres Strait Islander cultural e-learning modules are available to implement into our core training program for all staff.	Apr 2023	<ul style="list-style-type: none"> <li>Learning &amp; Development Manager</li> </ul>
	<b>6.</b> Develop, implement and communicate a cultural learning strategy document for staff.	Feb 2024	<ul style="list-style-type: none"> <li>Learning &amp; Development Manager</li> </ul>
	<b>7.</b> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	Mar 2023	<ul style="list-style-type: none"> <li>RAPWG Lead NSW</li> <li>Aboriginal Health Coordinator</li> </ul>
	<b>8.</b> Conduct a review of cultural learning needs within our organisation.	Apr 2023	<ul style="list-style-type: none"> <li>Learning &amp; Development Manager</li> </ul>

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
	<p><b>9.</b> Ensure Aboriginal and Torres Strait Islander artwork is on display in at least 50% of Hall &amp; Prior homes and offices including an appropriate acknowledgement of the artist and story behind the artwork.</p>	Dec 2024	<ul style="list-style-type: none"> <li>• RAPWG Lead WA</li> <li>• RAPWG Lead NSW</li> </ul>
	<p><b>10.</b> Include a dedicated Aboriginal and Torres Strait Islander section in our corporate magazine, <i>Life &amp; Love</i> (content may include updates on the RAP plan, profile of Aboriginal and Torres Strait Islander staff and residents, promotion of NAIDOC or NRW events, etc.)</p>	Jun 2023	<ul style="list-style-type: none"> <li>• Communications &amp; Publications Manager</li> </ul>
<b>6.</b> Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<p><b>1.</b> Investigate opportunities to support community NAIDOC Week events.</p>	May 2023 May 2024	<ul style="list-style-type: none"> <li>• RAPWG Lead WA</li> <li>• RAPWG Lead NSW</li> </ul>
	<p><b>2.</b> Promote and encourage participation in external NAIDOC events to all staff.</p>	Jun 2023 Jun 2024	<ul style="list-style-type: none"> <li>• RAPWG Chair</li> </ul>
	<p><b>3.</b> Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.</p>	May 2023 May 2024	<ul style="list-style-type: none"> <li>• Manager Corporate Services - Compliance</li> <li>• Senior HR Business Partner</li> </ul>
	<p><b>4.</b> Provide opportunities for staff to participate with their cultures and communities during NAIDOC Week including identifying opportunities to support through the Staff Development and Support Framework.</p>	Jul 2023 Jul 2024	<ul style="list-style-type: none"> <li>• Senior HR Business Partner</li> </ul>
	<p><b>5.</b> RAPWG members to participate in an external NAIDOC Week event.</p>	Jul 2023 Jul 2024	<ul style="list-style-type: none"> <li>• RAPWG Chair</li> </ul>





ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
<b>7. Create culturally safe and supportive work environments for Aboriginal and Torres Strait Islander staff.</b>	<b>1.</b> Commit to working with First Nations organisations to develop our understanding of what contributes to a culturally-safe workplace.	Oct 2023	<ul style="list-style-type: none"> <li>• <b>Lead:</b> Director Corporate Services</li> <li>• <b>Support:</b> Home Operations</li> </ul>
	<b>2.</b> Communicate to each department our commitment and our plan to improving cultural safety within our Building and Development, Human Resource and Executive Teams.	Nov 2023	<ul style="list-style-type: none"> <li>• RAPWG Chair</li> <li>• Senior Manager Corporate Development</li> </ul>
	<b>3.</b> Investigate strategies to integrate cultural safety into future facility design.	Feb 2024	<ul style="list-style-type: none"> <li>• Senior Manager Corporate Development</li> </ul>
	<b>4.</b> Include the ability to demonstrate knowledge and understanding of issues affecting Aboriginal and Torres Strait Islander peoples as a selection criteria in Board Directors and Executive Leadership recruitment.	Mar 2023	<ul style="list-style-type: none"> <li>• Chief Executive Officer</li> </ul>
<b>8. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	<b>1.</b> Ensure that there is an Acknowledgement of Country in all Hall & Prior homes and offices.	Jan 2024	<ul style="list-style-type: none"> <li>• Chief Executive Officer</li> <li>• RAPWG</li> </ul>
	<b>2.</b> Include display of Acknowledgement of Country signage and Aboriginal and the Torres Strait Islander flags on set up checklists for new and existing service sites.	Nov 2023	<ul style="list-style-type: none"> <li>• Manager Corporate Services - Compliance</li> </ul>
	<b>3.</b> Increase staff's understanding of the purpose and significance behind cultural protocols including Acknowledgement of Country and Welcome to Country protocols.	Nov 2023	<ul style="list-style-type: none"> <li>• Learning &amp; Development Manager</li> </ul>
	<b>4.</b> Develop, implement and communicate a cultural protocol document for staff, including protocols for Welcome to Country and Acknowledgement of Country.	Nov 2023	<ul style="list-style-type: none"> <li>• Learning &amp; Development Manager</li> <li>• Aboriginal Health Coordinator</li> </ul>
	<b>5.</b> Develop a list of key contacts in each WA and NSW for organising a Welcome to Country.	Apr 2023	<ul style="list-style-type: none"> <li>• RAPWG Lead WA</li> <li>• RAPWG Lead NSW</li> </ul>
	<b>6.</b> Ensure all Board and Executive Meetings commence with an Acknowledgement of Country.	Jun 2023	<ul style="list-style-type: none"> <li>• Chief Executive Officer</li> </ul>
	<b>7.</b> Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Jul 2023	<ul style="list-style-type: none"> <li>• RAPWG Lead WA</li> <li>• RAPWG Lead NSW</li> </ul>



# OPPORTUNITIES

At Hall & Prior we pride ourselves on diversity and inclusivity, and our processes and pathways need to reflect this. As a major aged care provider in Australia, we have the opportunity to be an industry leader in the care and employment opportunities for Aboriginal and Torres Strait Islander people. While this involves direct care of Aboriginal and Torres Strait Islander people, it also encompasses the services we use, the commercial partnerships we commit to and the staff we employ. We believe that our commitment to creating a culturally safe space within our organisation begins within the communities we operate within. We strive to engage with the community so that we can develop the relationships and trust that our organisation is built on which will allow us to be a first choice provider and workplace for Aboriginal and Torres Strait Islander people.

*We will endeavour to provide meaningful opportunities in employment, training/education, leadership and partnerships for Aboriginal and Torres Strait Islander employees and organisations.*

**AIM:**

To enhance opportunities for meaningful engagement with Aboriginal and Torres Strait Islander peoples, communities and organisations.

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
<b>9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	<b>1.</b> Improve data capture and reporting regarding Aboriginal and Torres Strait Islander staff, students, trainees & volunteers at Hall & Prior.	Jun 2023	<ul style="list-style-type: none"> <li>Senior HR Business Partner</li> </ul>
	<b>2.</b> Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Feb 2024	<ul style="list-style-type: none"> <li>Senior HR Business Partner</li> </ul>
	<b>3.</b> Engage with existing Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	Nov 2023	<ul style="list-style-type: none"> <li>Senior HR Business Partner</li> <li>Aboriginal Health Coordinator</li> </ul>
	<b>4.</b> Develop and promote a cultural leave policy for Aboriginal and Torres Strait Islander staff.	Jan 2024	<ul style="list-style-type: none"> <li>Director Human Resources</li> </ul>
	<b>5.</b> Develop mentor/training pathways for Aboriginal and Torres Strait Islander staff looking at supervisory or senior roles.	Feb 2024	<ul style="list-style-type: none"> <li>Senior HR Business Partner</li> <li>Learning &amp; Development Manager</li> </ul>
	<b>6.</b> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Oct 2023	<ul style="list-style-type: none"> <li>Manager Corporate Services - Compliance</li> <li>Senior HR Business Partner</li> </ul>
	<b>7.</b> Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	May 2023	<ul style="list-style-type: none"> <li>Senior HR Business Partner</li> </ul>

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
	<p><b>8.</b> Ensure all Hall &amp; Prior job advertisements indicate that we have a RAP and we actively encourage Aboriginal and Torres Strait Islander people to apply.</p>	May 2023	<ul style="list-style-type: none"> <li>• Senior HR Business Partner</li> </ul>
	<p><b>9.</b> Implement strategies to ensure opportunities for Aboriginal and Torres Strait Islander representation and influence are included in any emergent policy across the organisation.</p>	Mar 2024	<ul style="list-style-type: none"> <li>• Manager Corporate Services - Compliance</li> </ul>
	<p><b>10.</b> Ensure Aboriginal and Torres Strait Islander staff across organisation are aware of how to provide input into policy development and review.</p>	Nov 2023	<ul style="list-style-type: none"> <li>• Manager Corporate Services - Compliance</li> </ul>
	<p><b>11.</b> Establish relationships with agencies and groups that can further the representation of Aboriginal and Torres Strait Islander people in our workforce (Aboriginal Workforce Development Centre + others).</p>	Dec 2023	<ul style="list-style-type: none"> <li>• Learning &amp; Development Manager</li> </ul>
	<p><b>12.</b> Establish/strengthen hosting partnerships with Aboriginal and Torres Strait Islander aged care service providers and registered training organisations to help foster learning opportunities and career pathways.</p>	Jun 2024	<ul style="list-style-type: none"> <li>• Learning &amp; Development Manager</li> <li>• Senior HR Business Manager</li> </ul>
<p><b>10.</b> Investigate and encourage business procurement opportunities for Aboriginal and Torres Strait Islander contractors and service providers.</p>	<p><b>1.</b> Review procurement policies to ensure we are encouraging procurement from Aboriginal and Torres Strait Islander businesses.</p>	Jul 2023	<ul style="list-style-type: none"> <li>• Director of Operations</li> </ul>
	<p><b>2.</b> Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.</p>	Jul 2023	<ul style="list-style-type: none"> <li>• Director of Operations</li> </ul>
	<p><b>3.</b> Ensure commitment to a RAP/employment of Aboriginal and Torres Strait Islander persons is considered when reviewing supply agreements.</p>	Nov 2023	<ul style="list-style-type: none"> <li>• Director of Operations</li> </ul>
	<p><b>4.</b> Review current procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.</p>	May 2023	<ul style="list-style-type: none"> <li>• Director of Operations</li> </ul>
	<p><b>5.</b> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.</p>	Jul 2023	<ul style="list-style-type: none"> <li>• Director of Operations</li> </ul>
	<p><b>6.</b> Develop at least one additional commercial relationship with an Aboriginal and/or Torres Strait Islander business in each region of operation.</p>	Nov 2023	<ul style="list-style-type: none"> <li>• General Manager - Operations</li> </ul>
	<p><b>7.</b> Promote Aboriginal and Torres Strait Islander business through our corporate magazine, <i>Life &amp; Love</i>.</p>	Jul 2023	<ul style="list-style-type: none"> <li>• Communications &amp; Publications Manager</li> </ul>
	<p><b>8.</b> Implement the use of the Supply Nation database to support procurement from Aboriginal and Torres Strait Islander businesses.</p>	Jun 2023	<ul style="list-style-type: none"> <li>• Director of Operations</li> </ul>
	<p><b>9.</b> Investigate a Supply Nation Membership.</p>	Apr 2023	<ul style="list-style-type: none"> <li>• Director of Operations</li> </ul>



ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
<b>11. Continue to deliver culturally-appropriate programs and services for Aboriginal and Torres Strait Islander consumers.</b>	<b>1.</b> Review and constantly improve the current Aboriginal and Torres Strait Islander programs in place at Windsor Park (WA) and Grafton (NSW) Aged Care Homes.	Dec 2024	<ul style="list-style-type: none"> <li>• RAPWG Lead NSW</li> <li>• Aboriginal Health Coordinator</li> </ul>
	<b>2.</b> Develop and implement education and training tools to educate staff about trauma aware, healing informed, culturally-safe care.	Jul 2024	<ul style="list-style-type: none"> <li>• Learning &amp; Development Manager</li> </ul>
	<b>3.</b> Develop relationships with like-minded organisations to innovate programs that better support and empower our Aboriginal and Torres Strait Islander consumers.	Nov 2024	<ul style="list-style-type: none"> <li>• RAPWG Chair</li> </ul>
	<b>4.</b> Ensure that all homes recognise the traditional Aboriginal and Torres Strait Islander seasons in their home activity calendars.	Mar 2023	<ul style="list-style-type: none"> <li>• Lifestyle Coordinator NSW</li> <li>• Manager of Occupational Therapy &amp; Physiotherapy</li> </ul>
<b>12. Increase opportunities for Aboriginal and Torres Strait Islander engagement with our organisation through traineeship and student placements.</b>	<b>1.</b> Establish internal Aboriginal and Torres Strait Islander traineeship opportunities, whereby Hall & Prior is the employer.	Jun 2024	<ul style="list-style-type: none"> <li>• Learning &amp; Development Manager</li> <li>• Senior HR Business Partner</li> </ul>
	<b>2.</b> Centralise (in respective state offices) the coordination of Aboriginal and Torres Strait Islander student placements.	Jun 2024	<ul style="list-style-type: none"> <li>• Learning &amp; Development Manager</li> <li>• Senior HR Business Partner</li> </ul>



# GOVERNANCE

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
<b>13. Champion ongoing internal outcomes and support throughout Hall &amp; Prior against actions stated in this RAP.</b>	<b>1.</b> Define resourcing needs for RAP implementation.	Mar 2023	• Chief Executive Officer
	<b>2.</b> Define and maintain appropriate systems to track, measure and report on RAP commitments.	Jul 2023	• Corporate Service Project Officer
	<b>3.</b> Present information to all relevant areas of our business to ensure they have an understanding of how their area can contribute to the RAP.	Feb 2023	• RAPWG Chair
<b>14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	<b>1.</b> Report RAP progress to all staff and senior leaders quarterly.	Mar, Jun, Sep, Dec 2023/2024	• RAPWG Chair
	<b>2.</b> Publicly report our RAP achievements, challenges and learnings, annually, through our established communication pathways.	Jul 2023 Jul 2024	• RAPWG Chair • Communications & Publications Manager
	<b>3.</b> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	• Corporate Services Project Officer
	<b>4.</b> Submit an annual report on our achievements to Reconciliation Australia.	Jan 2024 Jan 2025	• RAPWG Chair
	<b>5.</b> Submit a final traffic light report for Reconciliation Australia at the conclusion of this RAP.	Jan 2025	• RAPWG Chair
	<b>6.</b> Ensure each Board of Directors meeting has a RAP progress report submitted.	Mar 2024	• RAPWG Chair
	<b>7.</b> Ensure that a RAP summary is included in the Hall & Prior Annual Report.	Jul 2023 Jul 2024	• Director Corporate Services
	<b>8.</b> Ensure allocated RAP deliverables are included in the performance framework for relevant Executive, Managers and teams.	Jul 2023	• RAPWG Chair
	<b>9.</b> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	Aug 2023 Aug 2024	• Corporate Services Project Officer
	<b>10.</b> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Sep 2023 Sep 2024	• RAPWG Lead WA • RAPWG Lead NSW
<b>15. Establish and maintain an effective RAP Working Group (RAPWG) to drive governance of the RAP.</b>	<b>1.</b> Maintain a national RAPWG (to oversee RAP implementation).	Dec 2022	• Director Corporate Services
	<b>2.</b> Establish and apply a Terms of Reference for the RAPWG.	Feb 2023	• Corporate Services Project Officer
	<b>3.</b> Maintain Aboriginal and Torres Strait Islander representation on the RAPWG.	Mar, Jun, Sep, Dec 2023/2024	• RAPWG Chair
	<b>4.</b> Meet at least four times per year to drive and monitor RAP implementation.	Mar, Jun, Sep, Dec 2023/2024	• RAPWG Chair





## HEAD OFFICE

16-18 Mayfair Street, West Perth WA 6005

PO Box 1593, West Perth WA 6872

**T** 08 9321 1388

**F** 08 9321 1490

**E** [info@hallprior.com.au](mailto:info@hallprior.com.au)

## NEW SOUTH WALES STATE OFFICE

274 Burns Bay Road, Lane Cove NSW 2066

PO Box 84, Lane Cove NSW 1595

**T** 02 9427 8978

**F** 02 9427 3218

**E** [infonsw@hallprior.com.au](mailto:infonsw@hallprior.com.au)

**[hallprior.com.au](http://hallprior.com.au)**



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