



Australian Government

Comcare



RECONCILIATION
ACTION PLAN

INNOVATE

COMCARE

RECONCILIATION ACTION PLAN

October 2024 – October 2026



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Acknowledgement of Country

Comcare acknowledges the Traditional Owners and Custodians of Country throughout Australia and acknowledges their continuing connection to land, sea and community. We pay our respects to the people, the cultures and the Elder's past, present and emerging.

Healing Hands – Cover artwork by Dion Devow of DD Designs



The artwork used in this RAP is entitled 'Healing Hands', created by Dion Devow of DD Designs for *Comcare's Reconciliation Action Plan 2021–2023*.

Darkies Designs has created this particular design to represent and share through an Indigenous lens, Comcare's Reconciliation Action Plan and purpose as an organisation, which is to promote and enable safe and healthy work.

Corporate colours have been used in the designs, with different types of art techniques and symbols such as dots, and cross-hatching which are used in different parts of the country and represent Comcare's national reach and focus. The assorted colours in the design also portray Australia's land, rivers and seas. At the centre of the design are dots that symbolise the people and communities that Comcare is working and supporting through their healing process. In many cultures, the healing processes are initiated through and comes from touch, and the hands and symbols in this design represent this along with the healing power of touch. The hands are also symbolic and say that there

is support for individuals to assist them physically, spiritually, emotionally and financially, all of which are very important in terms of the process of one's healing, and in Aboriginal and/or Torres Strait Islander cultures, one's health is holistic and takes into account many factors, not just one's physical health.

The cross-hatching paths that are reaching into the centre piece of the design indicate the transition of the people going through the healing process and the busyness of the piece tries to reflect movement, and transition to a place of wellbeing, whilst the four half healing circles represent the focus that is being placed on the people before the transition of movement takes place. The centre piece is adorned with specks of colour and dots to indicate the power of the healing process, and the crossed hatched paths lead out to the edges of the artwork to depict that the healing and journeys of individuals is ongoing and sometimes lifelong.

The piece really depicts the coming together and connecting of communities for an important purpose, and this is also a big part of Reconciliation. We as Australians are all part of one big community. Reconciliation gives us as a multicultural society the opportunity to understand the importance of community, and the richness that diversity brings to us as a Nation, along with education about our history, in particular the history of our First Nations Peoples. Healing is also a part of this process, and we can, as a nation, all have a hand in this important journey.

Dion Devow Designs 26/10/2021



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Chief Executive Officer Statement – Reconciliation Australia



Reconciliation Australia commends Comcare on the formal endorsement of its fourth Innovate Reconciliation Action Plan (RAP).

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 close to 3 million people now either working or studying in an organisation with a RAP, the program’s potential for impact is greater than ever. Comcare continues

to be part of a strong network of more than 3,000 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 cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Comcare will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Comcare 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 Comcare 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, Comcare will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Comcare’s future RAPs and reconciliation initiatives, providing meaningful impact toward Australia’s reconciliation journey.

Congratulations Comcare on your fourth Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Message from Comcare's Chief Operating Officer

We are proud to support Comcare's *Innovate Reconciliation Action Plan (RAP) 2024–26* and to drive our commitments set out in the pillars of relationships, respect and opportunities.

We have recommitted to Reconciliation through strengthening our policies, cultural training and awareness, and development opportunities.

With alignment to the *Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020–2024* and Comcare's *People Strategy 2008*, we aspire to achieve the employment targets for Aboriginal and Torres Strait Islander employees.

Our RAP governance arrangements have been strengthened through establishing a RAP Champion and expanding the role of the RAP Working Group to champion and drive the RAP, reflecting our commitment to advance Reconciliation.

Fostering a culture of respect and understanding, the RAPWG is a place that encourages Aboriginal and Torres Strait Islander employees and all diversity cohorts to have a voice in Reconciliation.

The RAPWG will seek opportunities to educate all Comcare employees through sharing Aboriginal and Torres Strait Islander stories and experiences, and supporting key dates, events and campaigns.

We encourage all Comcare employees to take part in Comcare's reconciliation journey.



Message from RAP Champion

As the Reconciliation Champion of Comcare, I am pleased to be joining our journey towards reconciliation with Aboriginal and Torres Strait Islander peoples. Reconciliation is not only a moral obligation, but also an opportunity to learn from the oldest living cultures in the world and to enrich our collaboration with diversity and inclusion.

At Comcare, we are committed to having a purposeful approach to reconciliation that seeks to progress understanding and awareness of Indigenous issues across our organisation and in our interactions with you. We have developed a Reconciliation Action Plan (RAP) that outlines our vision, goals and actions for the next three years. The RAP is a living document that reflects our collective aspirations and responsibilities as public servants and as human beings.

I encourage all Comcare employees to read the RAP and to support the activities and initiatives that we will implement to make our reconciliation vision a reality. Together, we can create a more respectful, equitable and harmonious workplace and society for ourselves and for future generations.

Thank you for your support and engagement.

Reconciliation Action Plan Working Group

Comcare would like to acknowledge and thank the Reconciliation Action Plan Working Group (RAPWG) members for their assistance with the development of this RAP.

The invitation to staff to join a working group to collaborate on the development phase of the new RAP was enthusiastically embraced. The RAPWG is made up of twelve employees, including three Aboriginal and Torres Strait Islander employees and employees at a range of levels and from several geographic locations.

The RAPWG will be championing and assisting to drive the initiatives for the life of this RAP.

RAP Champion

Justin Napier, General Manager Regulatory Operations Group

RAP Working Group Members

Information Support Officer

Occupational Rehabilitation and Associated Medical Services

Legal Advisor

Diversity and Inclusion Advisor

WHS Inspector

General Manager Strategic Partnerships and Engagement Group

Administration Officer

Cyber Assurance Officer, Cyber Security

Senior Legal Advisor

Regional Operations SA/NT

Diversity and Inclusion

What does reconciliation mean for us?

The RAPWG members were asked to come up with words to describe what reconciliation meant to them. The key issues included: learning; healing; cultural sensitivity and cultural protocol.



Our Vision for Reconciliation

Comcare's vision for Reconciliation is an Australia that provides the same opportunities and access for Aboriginal and Torres Strait Islander peoples and all Australian workers to safe and healthy workplaces. Comcare, as the Work Health and Safety Regulator and workers compensation authority, demonstrates national leadership that fosters unity through modelling best practice and safety standards within our sphere of influence.

Never forgetting our shared histories, we will build strong and respectful relationships with Aboriginal and Torres Strait Islander employees and stakeholders, and be guided by their voices and perspectives.

Through the RAP, Comcare has direction for strengthening cultural awareness, inclusion, employment opportunities and capability building to work towards building an inclusive and unified Australia.

Our story

As of 31 May 2024, Comcare comprises 679 full-time equivalent (FTE) employees covered, with 2.2 per cent of our total workforce (or 16 out of 725 Comcare employees) identified as Aboriginal and/or Torres Strait Islander people.

As a national organisation, Comcare has offices in each State and Territory: Adelaide, Brisbane, Canberra, Darwin, Launceston, Melbourne, Newcastle, and Perth.

Comcare's purpose and outcome statement is to promote and enable safe and healthy work. This purpose unites Comcare's key functional activities and is supported by priorities that reflect our strategic intent across our diverse business. Our strategic priorities reflect that there is multi-factorial, multi-layered connections between the different functions of Comcare along the prevention – early intervention – injury management – compensation – rehabilitation continuum.

We ensure our employee experience priorities are reflected each day:

- > **Connection:** I feel heard, trusted, respected and supported
- > **Flexibility:** I have choice and balance
- > **Purpose:** My work makes a difference
- > **Career:** I learn and grow
- > **Care:** I work in a safe and healthy environment.

Comcare Strategic Priorities

In meeting our purpose, we are guided by our strategic priorities.

Our Strategic Priorities



Prevent work-related injuries



Deliver better return to work outcomes

Are enabled by



Making data-driven decisions



Uplifting leadership, effectiveness and efficiency



Delivering client-centric services

Through



Earning and strengthening trust internally and with our stakeholders



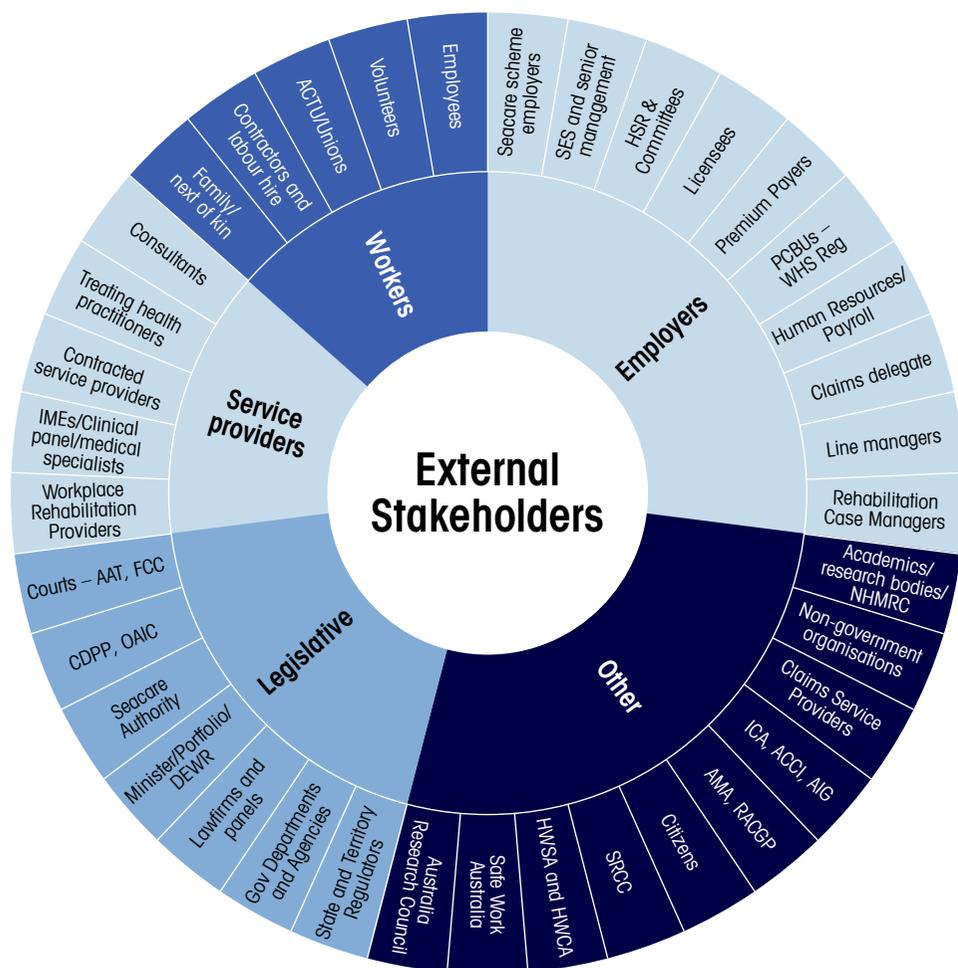
Comcare's core business

Comcare's core business falls under the following five key roles:

- > **Regulator role:** We are the national work health and safety regulator which includes regulatory functions and powers for compliance and enforcement under the *Work Health and Safety Act 2011* (WHS Act). We also regulate workplace rehabilitation providers and workplace rehabilitation under the *Safety, Rehabilitation and Compensation Act 1988* (SRC Act).
- > **Scheme manager role:** We manage the Comcare workers' compensation scheme which covers premium paying employers and self-insured licensees. We support the Safety, Rehabilitation and Compensation Commission (SRCC) to manage and monitor self-insured licensees. We provide advice to the Minister on the operation and effectiveness of the SRC Act, along with advice on the administration of the WHS Act.
- > **Claims manager role:** We manage claims across several injury compensation schemes. Under the SRC Act, we are the workers' compensation claims manager for Australian Government agency employees. In addition, we manage the liabilities for common-law asbestos related conditions under the Asbestos-related Claims (Management of Commonwealth Liabilities) Act (ARC Act) for the Australian Government. We also administer the Parliamentary Injury Compensation Scheme which provides injury compensation coverage for Australian Government parliamentarians and the Prime Minister's spouse.
- > **Insurer role.** Under the SRC Act, we are also a workers' compensation insurer and we set and collect premiums specific to each Australian Government agency, to meet Comcare's claims liability and claims administration costs.
- > **Enabling service role.** Our operational capabilities are strengthened by enabling services, including governance, legal, project and program delivery, education, engagement, training, research, communications, strategy, people, property, finance, and information management. Our enabling services increase efficiency and effectiveness derived from a strong service delivery focus.

Our sphere of influence

Our Sphere of influence covers employees from a broad range of occupations and industries, presented in the following diagram.



AAT	Administrative Appeals Tribunal
ACCI	Australian Chamber of Commerce and Industry
ACTU	Australian Council of Trade Unions
AIG	Australian Industry Group
AMA	Australian Medical Association
CDPP	Commonwealth Director of Public Prosecutions
DEWR	Department of Employment and Workplace Relations
FCC	Federal Circuit Court
HR	Human Resources
HSR	Health and Safety Representatives
HWCA	Heads of Workers' Compensation Authorities
HWSA	Heads of Workplace Safety Authorities
ICA	Insurance Council of Australia
IME	Independent Medical Examiners
NHMRC	National Health and Medical Research Council
OAIC	Office of the Australian Information Commissioner
PCBU	Person Conducting a Business or Undertaking
RACGP	Royal Australian College of General Practitioners
SES	Senior Executive Service (in the context of Australian Public Service Leadership)
SRCC	Safety, Rehabilitation and Compensation Commission



Our Reconciliation Action Plan

Our commitment

By implementing this RAP, Comcare makes a meaningful contribution to Reconciliation. Having a renewed Innovate Reconciliation Action Plan in place is crucial to our vision for Reconciliation and through our commitments we play an important role in the reconciliation process between Aboriginal and Torres Strait Islander peoples and the wider Australian community.

This RAP builds on our RAP 2018-20 and RAP 2021-23 and sets out our Reconciliation commitments into the three RAP pillars of Relationships, Respect and Opportunities. Our RAP commitments provide tangible actions to contribute and complement Comcare's values of:

- > Act with integrity and respect.
- > Collaborate and innovate.
- > Strive to have a positive impact.

The RAP aligns to Comcare's People Strategy 2028 (the Strategy), which identifies key initiatives to attract, build, sustain and refresh an engaged workforce to achieve the agency's purpose of enabling safe and healthy work. The Strategy's Roadmap identifies a renewed RAP as being a priority and commits to growing our Aboriginal and Torres Strait Islander workforce from 2% in 2023 to the Government's stretch target of 5%.

We are committed to building strong and respectful relationships with our Aboriginal and Torres Strait Islander employees and stakeholders and to be guided by their voices and perspectives to support our commitments in the areas of inclusion, employment, cultural awareness and capability building.

We worked in partnership with Reconciliation Australia in the development of this RAP and appreciate their guidance.

The Chief Operating Officer (COO), in partnership with the newly appointed Senior Executive Service level RAP Champion, is responsible for driving our RAP commitments and raising the profile of reconciliation as a Comcare priority.

The RAPWG, set up for the development phase of the RAP, has been instrumental in providing an Aboriginal and Torres Strait Islander voice for our Reconciliation journey and for representing Comcare's workforce and stakeholders. Its governance function has been extended from a RAP development group to one that will also take on a championing and advisory role, ensuring that a whole of Comcare approach to the RAP is undertaken. The RAPWG includes Aboriginal and Torres Strait Islander employee representation and comprises a team of employees who work across various groups within Comcare.

The People Strategy Team promote the RAP and its progress through regular internal communications, stakeholder meetings with all business groups and providing updates to Comcare's Operations Committee, a committee of the Executive Committee under the Authority of Comcare's Chief Executive Officer. Our RAP will be publicly available on the Comcare website and will be reported on annually to Reconciliation Australia.



Our achievements since our last RAP

Our previous Innovate RAP 2021-23 supported and drove our progress toward reconciliation and is aligned with our People Strategy 2019–2022.

Our key learnings, achievements and significant changes since launching our RAP 2021-23 include:

- > Launch of the *People Strategy 2028* which commits Comcare to have in place a RAP and to meet the Government's stretch target of 5% Aboriginal and Torres Strait Islander employees.
- > Establishing a RAP Champion at the Senior Executive Service level to drive RAP initiatives and lead the RAPWG.
- > Establishing a RAPWG to work collaboratively and share the perspectives of Aboriginal and Torres Strait Islander and other employees during the development phase of this RAP and champion and advise for the life of the RAP.
- > Developing *Driving a Diverse and Inclusive Culture*, the new Diversity, Equity and Inclusion Program, to facilitate inclusion for all diversity cohorts and Aboriginal and Torres Strait Islander peoples.
- > Participating in a range of activities during National Reconciliation Week and NAIDOC Week providing employees the opportunity to acknowledge the histories and cultures of Aboriginal and Torres Strait Islander peoples.
- > Development of a Diversity Employee Value Proposition with elements focussed on First Nations experience to attract potential candidates.
- > Providing online cultural awareness training available to all employees, including RAPWG members, RAP Champion, HR managers and other key leadership employees.
- > Mandating cultural awareness training for Executive Level 2 employees. With the introduction of the new Enterprise Agreement, all substantive and ongoing EL2s will complete relevant First nations cultural competency training, and all new substantive EL2s within six months of their engagement or promotion.
- > Delivery of Comcare's Procurement Framework, which outlines how Comcare can support and/or source from Aboriginal and Torres Strait Islander businesses, through Supply Nation and in alignment with the Indigenous Procurement Framework.
- > Participation in recruitment programs including the Indigenous Apprenticeship Program and the Indigenous Australian Government Development Program.
- > Inclusion of an Acknowledgement of Country and RAP artwork within email signature blocks.
- > Placement of posters of Acknowledgement of Country with reference to the local First Nations country in each of our offices.
- > Participation in the APS Reconciliation Sharing Network.

Relationships

Building effective and genuine partnerships is integral to Comcare's business. This RAP reflects our commitment to strengthening respectful relationships with our employees and stakeholders who identify as Aboriginal and/or Torres Strait Islander peoples and with Aboriginal and/or Torres Strait Islander peoples in the wider Australian community.

Fostering relationships and cultural learning

In the spirit of seeking greater understanding and fostering relationships, early on in his appointment CEO Greg Vines was keen to reach out to our Northern Territory stakeholders and partners. Travelling with Justin Napier, General Manager Regulatory Operations Group, Greg gained valuable context to the Workplace Health and Safety (WHS) and psychosocial risks faced by workers and communities in regional and remote areas.

A tour of the Silas Roberts Hostel in Darwin was undertaken. Silas Roberts Hostel is a 58-bed multipurpose facility which is on the land of the Larrakia people and provides accommodation for residents from right across the territory. Hosted by the Top End Manager of Aboriginal Hostels Limited (AHL), Greg and Justin learned about the role of AHL in providing accommodation across Australia for First Nations people who need to be away from home to access services and economic opportunities.

Valuable insights into the challenges, hazards and risks faced by AHL staff were shared, including recruiting and retaining staff, and demands of the job such as customer aggression and working in remote and isolated areas. As a dynamic and culturally diverse organisation, Greg and Justin were impressed by the array of art works completed by residents that adorned the hostel walls, demonstrating the powerful message that art plays in having a voice and storytelling, and its impact on overall emotional wellbeing.

The NT visit also included meeting with Department of Climate Change Energy, the Environment and Water (DCCEEW) and the Director of National Parks, providing fascinating insights into the size, scale and diverse environment that makes up Kakadu National Park. The many WHS challenges faced by Park Rangers were highlighted: crocodiles and feral animals such as donkeys, buffalos, goats and cats; environmental risks around floods and fire management; and illegal hunters.

Greg was impressed by the rigorous training and management of high-risk activities to keep staff and the numerous park visitors safe. He gained awareness of the isolation and remote aspect to Indigenous Ranger's work and some of the mental health initiatives that have been implemented to support their First Nations staff, such as access to a psychologist via monthly visits to Kakadu.

Additionally, while in Darwin, Greg participated in Comcare's Regional Union Engagement Session. This session was an opportunity for Comcare to proactively engage with NT workers' representatives and to hear some of their insights. Greg learned about the support required for workers that relocate from the eastern seaboard to Alice Springs, and the potential hazards that remote workers face.

Here, it was acknowledged that many Northern Territory based organisations face similar challenges and risks. Comcare is looking at opportunities that will enable these organisations to share their experiences and lessons learned for the benefit of others.



Relationships Focus: To continue building effective and genuine relationships with Aboriginal and Torres Strait Islander peoples within our sphere of influence

Action 1: Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations

Deliverable	Timeline	Responsibility
a. Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to progress and further develop guiding principles for future engagement.	February 2025	Lead: COO Supported by: Director People Strategy
b. Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	September 2025	Lead: COO Supported by: Director People Strategy

Action 2: Build relationships through celebrating National Reconciliation Week

Deliverable	Timeline	Responsibility
a. Circulate Reconciliation Australia's National Reconciliation Week (NRW) resources and reconciliation materials to our employees.	May 2025, 2026	Lead: COO Supported by: Director People Strategy
b. RAPWG members to participate in an external NRW event.	27 May – 3 June 2025, 2026	Lead: COO Supported by: Director People Strategy
c. Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2025, 2026	Lead: COO Supported by: Director People Strategy; RAP Champion
d. Organise, promote and run at least one NRW event each year to continue to educate and build awareness of reconciliation	27 May – 3 June 2025, 2026	Lead: COO Supported by: Director People Strategy; RAP Champion
e. Register all our NRW events on Reconciliation Australia's NRW website .	May 2025, 2026	Lead: COO Supported by: Director People Strategy; RAP Champion

Action 3: Promote reconciliation through our sphere of influence

Deliverable	Timeline	Responsibility
a. Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	July 2025, 2026	Lead: COO Supported by: Director People Strategy; Director Corporate Communications and Strategy
b. An overview of the RAP will be included as a part of employee induction processes and Onboarding Checklist.	July 2025	Lead: COO Supported by: Director People Strategy; Director Corporate Communications and Strategy
c. Communicate our commitment to reconciliation publicly.	November 2025 November 2026	Lead: COO Supported by: RAP Champion; Director People Strategy; Director Corporate Communications and Strategy
d. Continue to explore opportunities to positively influence and strengthen collaboration with our external stakeholders to drive reconciliation outcomes.	March, September 2025; March, September 2026	Lead: COO Supported by: RAP Champion; Director People Strategy; Director Corporate Communications and Strategy
e. Continue to look for opportunities to model best practices and build relationships within our sphere of influence, including reflecting best practice initiatives and associated materials for working in remote workplaces and communities.	March, September 2025; March, September 2026	Lead: GM Strategic Partnerships and Engagement Supported by: All GMs
f. Collaborate with the Reconciliation Sharing Network (RSN), an APS network that meets monthly to share success stories, challenges and develop ways to further advance reconciliation.	December 2024; June, December 2025; June 2026	Lead: COO Director People Strategy



Action 4: Promote positive race relations through anti-discrimination strategies

Deliverable	Timeline	Responsibility
a. Conduct a review of relevant HR policies and procedures to identify anti-discrimination provisions and future needs.	July 2025 July 2026	Lead: COO Supported by: Director People Strategy; Director People Operations
b. Review and continue to implement and communicate an anti-discrimination policy for our organisation.	February 2026	Lead: COO Supported by: Director People Strategy; Director People Operations
c. Engage with Aboriginal and Torres Strait Islander employees and/or Aboriginal and Torres Strait Islander advisors to consult on our relevant policies to embed policy on anti-discrimination.	February 2026	Lead: COO Supported by: Director People Strategy; Director People Operations
d. Educate Senior Executive Level and Executive Level leaders on the effects of racism.	March 2026	Lead: COO Supported by: Director People Strategy

Respect

Comcare respects and values the contributions made by Aboriginal and Torres Strait Islander peoples in building a workforce culture where all Australians are valued. Providing opportunities for our Aboriginal and Torres Strait Islander employees and stakeholders in our sphere of influence to have a voice and share their histories, knowledge and experience will inform us and help us to mature our cultural competence and understanding. Coupled with the RAP focus on cultural competency training options, our thinking will be reshaped and will influence our core business activities and the development of our people/business strategies and practices. These changes will progress our Reconciliation journey.

NAIDOC activities

The commencement of NAIDOC Week 2024 was marked by an exceptional presentation from our guest speaker Aunty Pattie Lees AM.

Pattie shared her continuing journey to change the community narrative in the shadow of the Australian Indigenous Voice referendum. She spoke about her philosophy of kindness, care and respect and the way she lives her life through the principles of self-determination and self-management.

Attendees also gained valuable insights from Pattie on this year's NAIDOC theme 'Keep the Fire Burning! Blak, Loud & Proud'.

During the week, Comcare staff were invited to build their understanding through a range of activities including participation in local events and cultural training.

On 9 July, Canberra staff participated in the Department of Health sponsored NAIDOC touch football carnival for APS agencies. This was a great opportunity to celebrate with colleagues while helping to promote understanding and respect amongst Indigenous and Non-Indigenous peers.



Pattie Lees AM

Aboriginal (Yadhaigana) and Torres Strait Islander (Meriam, Magaram clan)

Retired Women's Royal Australian Navy (WRAN) Steward
Women's Royal Australian Naval Service

Photo from: Patricia Lees AM | Serving Country
Photograph by Belinda Mason



NAIDOC Week - Keynote Speech Aunty Pattie Lees AM



Tuesday 9 July 2024



Respect Focus area: To value the experiences and contributions of Aboriginal and Torres Strait Islander peoples and welcome a range of diverse perspectives in all we do

Action 5: Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning

Deliverable	Timeline	Responsibility
a. Conduct a review of cultural learning needs within our organisation.	December 2024	Lead: COO Supported by: Director People Strategy, RAP Champion
b. Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	February 2025	Lead: COO Supported by: Director People Strategy, RAP Champion
c. Review and continue to implement and communicate a cultural learning strategy for our employees.	April 2025	Lead: COO Supported by: Director People Strategy, RAP Champion
d. Provide opportunities for RAPWG members, HR managers and other key employees in leadership roles to participate in formal and structured cultural learning.	September 2025; September 2026	Lead: COO Supported by: Director People Strategy, RAP Champion
e. All substantive and ongoing EL2s to will complete relevant First Nations cultural competency training by March 2025; and all new substantive EL2s within six months of their engagement or promotion.	March 2025	Lead: COO Supported by: Director People Strategy, Director People Operations
f. Initiate mandatory First Nations cultural competency training for immediate manager and second-level manager that onboards an Entry Program participant who identifies as Aboriginal and/or Torres Strait Islander.	March 2025	Lead: COO Supported by: Director People Strategy, Director People Operations
g. Employees in job roles involving working with external clients will be encouraged to access First Nations cultural competency training.	March 2025	Lead: COO Supported by: Director People Strategy, Director People Operations



Action 6: Increase understanding of Aboriginal and Torres Strait Islander culture through providing a voice and opportunities for experiential learning

Deliverable	Timeline	Responsibility
a. To give employees a voice and to improve cultural understanding, explore establishing yarning circles chaired by one to two General Managers (GMs) on a rotating basis. Attendees will include Aboriginal and Torres Strait Islander employees and members of the RAPWG.	August 2025; February, August 2026	Lead: COO Supported by: All GMs; Executive Assistants; People Strategy Team
b. Communicate to all employees information on accessing volunteer leave, to enable them to share their time and expertise with Aboriginal and Torres Strait Islander organisations and communities through providing employees access to at least one day of volunteer leave for a registered organisation and purpose.	July 2025, 2026	Lead: COO Supported by: Director People Operations; People Strategy Team
c. Continue to participate in the APSC Jawun program, an immersive cultural learning experience. Participants will share lessons learned about their experience to all employees and champion the program to future participants. Jawun alumni will act as champions of our RAP within their business units.	December 2024, 2025	Lead: COO Supported by: Director People Strategy
d. Deliver events where cultural experiences and histories are shared with Comcare employees.	July 2025; July 2026	Lead: COO Supported by: Director People Strategy

Action 7: Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols

Deliverable	Timeline	Responsibility
a. Increase employee’s awareness and understanding of the significance of the cultural protocols, including Acknowledgement of Country and Welcome to Country protocols, by promoting and sharing them through ComNet and other relevant campaigns at least twice per year.	July 2025, January, July 2026	Lead: COO Supported by: Director People Strategy
b. Review and continue to implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	July 2025, 2026	Lead: COO Supported by: Director People Strategy
c. Continue to invite local Traditional Owners or Custodians to provide a Welcome to Country or other appropriate cultural protocol at significant events, at a minimum: <ul style="list-style-type: none"> – Comcare National Conference – Comcare National Awards. 	March, September 2025; March, September 2026	Lead: General Manager Strategic Partnerships and Engagement Supported by: All GMs; Director People Strategy
d. Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June 2025, 2026	Lead: COO Supported by: All GMs; Director People Strategy

Action 8: Increase visibility of Aboriginal and Torres Strait Islander people, cultures and languages

Deliverable	Timeline	Responsibility
a. In consultation with the Traditional Owners of the lands on which our offices are located, new tenancies or buildings being refurbished, aim to have meeting rooms named in the language of the Traditional Owners of that region.	September 2025, 2026	Lead: COO Supported by: Diversity Champion; RAP Champion; Director People Strategy
b. Posters of Acknowledgement of Country with reference to the local First Nations country/s will be placed in each of our offices.	September 2025, 2026	
c. Acknowledgement of Country and RAP artwork for email signature blocks will continue to be promoted and encouraged.	July 2025 July 2026	
d. Facilitate the teaching of 'Acknowledgement of Country' in local Aboriginal and Torres Strait Islander language where appropriate permission has been sought, to all SES.	September 2025	Lead: COO Supported by: Director People Strategy
e. Explore adding a First Nations Excellence Award as a part of the CEO Awards to demonstrate an ongoing commitment to reconciliation.	July 2025; 2026	Lead: COO Supported by: Director People Strategy

Action 9: Provide culturally appropriate emotional supports and services to enhance the health and wellbeing of Aboriginal and Torres Strait Islander employees and clients

Deliverable	Timeline	Responsibility
a. Regularly review and continue to provide an Employee Assistance Program (EAP) which includes a dedicated First Nations service.	April 2025	Lead: COO Supported by: Director People Operations
b. Regularly update Comcare intranet pages to communicate and promote the EAP services available to employees	April 2026	Lead: COO Supported by: Director People Operations
c. Include 13YARN and 1800RESPECT within relevant messaging to internal and external clients, employee and manager toolkits and training.	December 2024 December 2025	Lead: GM Strategic Partnerships and Engagement Group Supported by: All GMs



Action 10: Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week

Deliverable	Timeline	Responsibility
a. Review HR policies and procedures to remove barriers to employees participating in NAIDOC Week. Promote and communicate relevant policies and procedures to all employees.	July 2025 July 2026	Lead: COO Supported by: Director People Ops; Director People Strategy
b. RAPWG to participate in an external NAIDOC Week event.	First week in July 2025, 2026	Lead: COO Supported by: RAP Champion; Director People Strategy
c. Promote and encourage all employees to participate in external NAIDOC events by promoting through ComNet and the RAPWG.	First week in July 2025, 2026	Lead: COO Supported by: RAP Champion; Director People Strategy

Opportunities

Comcare is geographically dispersed across Australia and it is crucial that our employee profile reflects the cultural diversity of the Australian community. We will increase Aboriginal and Torres Strait Islander peoples into the design, development and implementation of initiatives to promote opportunities for Aboriginal and Torres Strait Islander peoples and will strive to meet our diversity employment targets. We will provide ongoing professional development opportunities for our Aboriginal and Torres Strait Islander employees.

From graduate to support provider and mentor

A proud Palawa man of the Tyerrernotepanner and Leterremairrener Nations, Simon was born in the Kanamaluka (Launceston) area and he resides in the Kanamaluka area of Lutruwita on the lands of the Panninher and Tyrrernotepanner people.

In 2022, Simon entered Comcare through the Indigenous Apprenticeship Government Development Program (IAGDP). A challenge for Simon, following significant health concerns in 2020, was transitioning from a practical/manual labour background into a technical corporate career. Comcare provided the support and development opportunities during this transition.

Simon worked in the Cyber Assurance/Security and Corporate Data Services teams during his time in the program. As a successful graduate, Simon received a Diploma of Government in addition to twelve months of valuable and practical on-the-job experience.

Since graduating the program, Comcare continued supporting Simon's personal development and upskilling in the constantly evolving worlds of technology and security. He has recently won a promotion into Cyber Security.

Simon and his First Nations colleagues in our Launceston office meet regularly to offer each other support, mentoring and conduct welfare check-ins. As an active community member, Simon is often called upon to assist with NAIDOC activities and other cultural events, and to help with protocols and actions for funerals.

Simon is also an active Comcare employee and member of the RAPWG. He contributed great insights in the development of this RAP through sharing his personal experiences of racism, as well as offering positive and innovative strategies for Reconciliation.

“The IAGDP and the opportunities provided by Comcare have allowed me to successfully transition into a new career and confidently contribute to Comcare’s purpose and values. I feel strongly about reconciliation and welcomed the opportunity to share my experiences with the RAP Working Group.”

Simon, Palawa man, RAPWG member



Focus area: To increase the involvement of Aboriginal and Torres Strait Islander peoples in the design, development and implementation of Comcare’s policies and initiatives to boost the recruitment, retention and professional development opportunities for Aboriginal and Torres Strait Islander peoples

Action 11: Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development

Deliverable	Timeline	Responsibility
a. Comcare aims to achieve a target of five per cent Aboriginal and Torres Strait Islander employees at APS 4 to APS 6 levels and EL1 and EL2 levels by 2026.	Review: December 2025	Lead: COO Supported by: All GMs; Director People Operations; Director People Strategy
b. Review and implement relevant HR policies and procedures, including recruitment, which promote/encourage Aboriginal and Torres Strait Islander participation in our workplace and to meet our targets set in the People Strategy 2028.	July 2025 July 2026	Lead: COO Supported by: Director People Operations; Director People Strategy
c. Engage with Aboriginal and Torres Strait Islander employees through the RAPWG and employee-led networks to consult on our recruitment and retention strategies.	July 2025 July 2026	Lead: RAP Champion Supported by: Director People Strategy; Director People Operations
d. Review and continue to and implement Aboriginal and Torres Strait Islander recruitment, retention and professional development strategies.	July 2025	Lead: COO Supported by: Director People Strategy; Director People Operations
e. Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. This would include through: <ul style="list-style-type: none"> – reviewing and analysing workforce data to inform implementable strategies to support retention and career management – reviewing exit processes to gain understanding of the reasons why Aboriginal and Torres Strait Islander employees choose to leave Comcare. – reviewing exit processes to gain understanding of the reasons why Aboriginal and Torres Strait Islander employees choose to leave Comcare. 	March 2025	Lead: Senior Director People, Property and Security Supported by: Director People Ops; Director People Strategy



Deliverable	Timeline	Responsibility
<p>f. To reach the targets set out in Comcare’s People Strategy 2028 and Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy (CATSIWS), advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.</p> <p>Decisions on recruitment will, where possible:</p> <ul style="list-style-type: none"> – flexibility on geographical locations of positions – At least one Affirmative Measures positions for bul rounds – explore affirmative measures for entry programs – explore Affirmative Measures to fill vacant positions as part of standard recruitment practice. 	December 2025	<p>Lead: COO</p> <p>Supported by: All GMs; Director People Ops; Director People Strategy</p>
<p>g. Undertake research for Comcare to participate in a relevant First Nations employment program that will offer career development opportunities for First Nations employees within Comcare and the broader APS.</p>	December 2024	<p>Lead: COO</p> <p>Director People Strategy</p>
<p>h. Review and refresh the Diversity Employee Value Proposition designed to attract First Nations peoples and diversity cohorts to Comcare as an employer of choice.</p>	July 2026	<p>Lead: Director People Strategy</p> <p>Supported by: Director People Operations</p>

Action 12: Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes

Deliverable	Timeline	Responsibility
<p>a. Review and continue to implement an Aboriginal and Torres Strait Islander procurement strategy.</p>	August 2025	<p>Lead: COO</p> <p>Supported by: Director Procurement</p>
<p>b. Investigate Supply Nation Membership.</p>	December 2024 December 2025	<p>Lead: COO</p> <p>Supported by: Director Procurement</p>
<p>c. Continue to develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees.</p>	December 2024	<p>Lead: COO</p> <p>Supported by: Director Procurement</p>
<p>d. Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.</p>	June 2025	<p>Lead: COO</p> <p>Supported by: Director Procurement</p>
<p>e. Continue to develop commercial relationships with Aboriginal and Torres Strait Islander businesses.</p>	June 2025	<p>Lead: COO</p> <p>Supported by: Director Procurement</p>

Governance

We have effective governance arrangements in place to support and drive the successful delivery of the RAP.

Action 13: Establish and maintain an effective RAP Working Group (RAPWG) to drive governance of the RAP

Deliverable	Timeline	Responsibility
a. Maintain Aboriginal and Torres Strait Islander representation on the RAPWG.	November 2024, 2025	Lead: RAP Champion Supported by: Director People Strategy
b. Establish and apply a Terms of Reference for the RAPWG.	November 2024, 2025	Lead: RAP Champion Supported by: Director People Strategy
c. The RAPWG will allocate 4 sessions per year to meet to drive and monitor RAP implementation.	December 2024; March, June, September, December, 2025; March, June, September 2026	Lead: RAP Champion Supported by: Director People Strategy

Action 14: Provide appropriate support for effective implementation of RAP commitments

Deliverable	Timeline	Responsibility
a. Define resource needs for RAP implementation.	November 2024, 2025	Lead: COO Supported by: Director People Strategy
b. Engage our Senior Executive Service level, Executive Level 2 leaders and other employees in the delivery of RAP commitments.	December 2024; March, June, September, December, 2025; March, June, September 2026	Lead: COO Supported by: Director People Strategy
c. Define and maintain appropriate systems to track, measure and report on RAP commitments.	October 2024	Lead: COO Supported by: Director People Strategy; Director People Ops
d. Appoint and maintain an internal RAP Champion at the Senior Executive Service level.	December 2024	Lead: COO Supported by: Director People Strategy

Action 15: Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally

Deliverable	Timeline	Responsibility
a. Verify with Reconciliation Australia that our primary and secondary contact details are current, to ensure we receive important RAP correspondence.	June annually	Lead: COO Supported by: Director People Strategy
b. Request our unique link from Reconciliation Australia to access the online RAP Impact Survey.	1 August annually	Lead: COO Supported by: Director People Strategy
c. Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	Lead: COO Supported by: Director People Strategy
d. Report RAP progress to all employees and senior leaders quarterly.	January, April, July, October 2025, January, April, July, October 2026	Lead: COO Supported by: Director People Strategy
e. Publicly report our RAP achievements, challenges and learnings annually.	September 2025, September 2026	Lead: COO Supported by: Director People Strategy
f. Investigate participating in Reconciliation Australia’s biennial Workplace RAP Barometer.	May 2026	Lead: COO Supported by: Director People Strategy
g. Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	October 2026	Lead: COO Supported by: Director People Strategy

Action 16: Continue our reconciliation journey by developing our next RAP

Deliverable	Timeline	Responsibility
a. Register via Reconciliation Australia’s website to begin developing our next RAP.	April 2026	Lead: Director People Strategy

Contact details

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