

May 2026 - May 2028

Innovate

Reconciliation

Action Plan



Acknowledgement of Country

Allambi Care acknowledge the Traditional Custodians of Country throughout Australia, and recognise their continuing connection to land, sea and community. We pay respect to their traditions, culture, aspirations and Elders past, present and emerging. We acknowledge the wounds of the past, and the ongoing failure to recognise and support the importance of Aboriginal and Torres Strait Islander culture.

We commit our organisation in walking alongside Aboriginal and Torres Strait Islander peoples in their process of healing, and creating opportunities for cultural connection.





Terambamba Woka - Saretta Fielding

Terambamba Woka shares the story of Allambi Care, celebrating the Allambi community, the journey of reconciliation and the spirit of the Allambi Care family.

The artwork sits upon a backdrop of songlines connecting to country, as the flow depicts the people of the valley. Water rising up vertically across the canvas represents our people from fresh to saltwater and highlights country through depicting Lake Macquarie, Port Stephens, East Coast, Central Coast, Lakes Way and the Hunter River.



Foreword

Reconciliation Australia commends Allambi Care on the formal endorsement of its second 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 over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Allambi Care 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 Allambi Care will continuously draw upon to create RAP commitments rooted in experience and maturity.

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

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

Congratulations Allambi Care on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our Business

Belonging, Hope and Positive Futures. Allambi Care is a values-driven organisation that works with individuals, families, communities, and government agencies.

We are committed to ensuring safety and supporting growth, empowering people to reach their full potential. Our services are flexible, innovative, and underpinned by evidence-based practice.

Vision

Allambi Care’s vision for national reconciliation is that we acknowledge the past through truth-telling, deep listening & learning, moving forward in the present working with the youth and families in our care, walking and talking together for a unified Australia.

Our direct support services

We deliver a range of tailored services through the following programs:

- Foster Care
- Specialist Homelessness Services
- Homeless Youth Assistance Program
- NDIS Program
- Therapeutic Home-Based Care / Therapeutic Sibling Option Placement
- Intensive Therapeutic Care
- Therapeutic Semi-Independent Living
- Family Preservation

We also offer a wide variety of wraparound supports, including:

- Court Support
- Allambi Training Program
- Foster Care Recruitment & Training
- On-Call Support
- Teacher and Education Support
- Social Work
- Carer Support
- Family Search and Engagement
- Cultural Support
- Social Media & Life Story Work
- Research & Training

Clinical services

Our multidisciplinary clinical team provides:

- Psychology
- Psychiatry
- Speech Pathology
- Counselling
- Play Therapy
- Autism Support
- Certified Behaviour Analysis

Our workforce

Allambi Care employs over 800 staff across a wide variety of roles, including youth workers, disability support workers, family support workers, maintenance, hospitality (café), finance, administration, education and training, health services (TracksHealth), caseworkers, managers, executive directors, and office staff.

We proudly employ fifty Aboriginal and/or Torres Strait Islander staff across NSW and Victoria, supported by dedicated cultural positions that guide departments in culturally responsive practice.

Our locations

Allambi Care operates across NSW and Victoria, with five offices and two youth refuges in the Newcastle, Hunter and Central Coast regions of NSW, and one office in Southeast Melbourne. We have recently expanded into Northern NSW, establishing a presence in Alstonville.



Our RAP

Allambi Care is committed to strengthening family reunification outcomes for Aboriginal and Torres Strait Islander children and young people, ensuring connection with family, extended kin, and community. By partnering with Reconciliation Australia and committing to our RAP, we demonstrate our deep commitment to inclusive practice and cultural connection.

We are currently implementing our second Innovate RAP. This RAP reflects our commitment to embedding culture, family, and community at the heart of everything we do. It provides a roadmap to elevate awareness into cultural knowledge and supports our continued journey toward reconciliation.

Our RAP will assist to raise a realisation of reconciliation which is needed in the sector to address the challenges Aboriginal and Torres Strait Islander people face both from the past and present. Through this journey of our RAP, Allambi Care will explore ways that can innovate change, create belonging, inspire hope for the future and strengthen connections with families and community through service and delivery.



RAP consultation group 2026-2028:

- Barry McGrady - Cultural Therapeutic Specialist NSW
- Kelly-Lee Goodchild - Program Director for Family and Early Intervention
- Debra Swan - Cultural Advisor NSW
- Bradley Tighe - Cultural Mentor and Support Officer NSW
- Lekiesha Boswell - Cultural Mentor and Support Officer NSW
- Adam Walsh - Director - People Support and Culture NSW
- Michael Pouwhare - Independent Living Therapeutic Specialist
- Louise Lama - Fostering and Permanency Assessor NNSW
- Cody Webb - Behaviour Specialist NSW
- Dr Ian McCracken - Child and Adolescent Psychiatrist NSW
- Stan Skelton - Foster Care Caseworker NSW
- Satina Cooper - Casework Support Manager Outreach NSW
- Adam Singer - Marketing Film and Life Story Coordinator NSW
- Brodii Ingram - Practice Coach NSW
- Skye Lovett - Intensive Therapeutic Care Manager NSW
- Jade Coombes - Intensive Therapeutic Care House Manager NSW
- Kendyll Fahey - Aboriginal Youth Worker NSW

Seven members identify as Aboriginal and/or Torres Strait Islander people.



Staff engagement and cultural reflection

Staff across Allambi Care have been engaged in RAP development through consultations, team meetings, and workshops. Feedback was collected via whiteboard sessions, written submissions, and surveys. These inputs helped shape our RAP statement and guided us toward meaningful, shared goals. Cultural learnings were reviewed in staff inductions and have now changed the way Allambi do induction training for learnings about Aboriginal and Torres Strait Islander cultures for new staff coming to support our clients with ongoing supports.

Cultural Knowledge Training

Led by Barry McGrady, Aunty Deb Swan, Brad Tighe, and Lekiesha Boswell, our Cultural Knowledge Training goes beyond awareness, equipping staff with an understanding of historical policies, intergenerational trauma, and their ongoing impact on Aboriginal and Torres Strait Islander families. This training is embedded across all departments and is a key part of new staff inductions. Staff consistently describe it as transformative and vital to their work.

Cultural Celebrations and Partnerships

Allambi Care celebrates NAIDOC Week and National Reconciliation Week with Smoking Ceremonies, cultural days, and youth-led events. We've hosted multiple community reconciliation events featuring local leaders, guest speakers, and cultural activities.

- Cultural Immersion Programs
- Dance, weaving, canoe-making, and sculpture
- Yidaki (didgeridoo) program with Uncle Alex Nean
- Clapstick-making and painting workshops.

Key learnings from our RAP journey

- Deepened partnerships with local Aboriginal Land Councils and organisations
- Adapted family connection practices during COVID-19
- Strengthened induction processes with cultural components
- Delivered external Cultural Safety Audit by Curijo
- Reframed “Cultural Awareness” to “Cultural Knowledge”
- Increased organisation-wide participation in RAP development
- Adjusted language in official documents (e.g., changing ‘Mission Statement’ to ‘Purpose Statement’)
- Supported youth-led NAIDOC events
- Achieved family reconnections and returns to Country
- Recognised the need to reduce cultural load on Aboriginal and/or Torres Strait Islander staff

Key achievements (2023–2025)

- Appointed our first Aboriginal female board member, Cherie Johnson
- Developed online cultural learning tools for staff
- Embedded cultural training into induction
- Initiated a cultural mentoring program
- Became the first Australian organisation to offer Family Finding Training
- Embedded Family Finding as a core practice
- Youth-led NAIDOC Day 2024 and Yidaki group performance
- Delivered cultural workshops across programs
- Launched Clapstick Making and Yidaki Programs for young people

Leadership commitment

Our CEO, Simon Walsh, is the RAP Champion for Allambi Care. He is supported by our Cultural Therapeutic Specialist Barry McGrady and the Cultural Committee.







Relationships

Allambi Care are committed to engaging with Aboriginal and/or Torres Strait Islander services to build open, respectful and honest relationships that support the young people and families we serve. These partnerships are important to our organisation as they strengthen cultural understanding, promote culturally safe and responsive service delivery, and support the self-determination of Aboriginal and Torres Strait Islander peoples. By working collaboratively, Allambi Care can achieve better outcomes for children and families, build trust within communities, and contribute to stronger, positive cultural relationships across the wider community. This commitment aligns with our values and responsibility to deliver inclusive, respectful and effective care.

Focus area: Quality Service, Organisational Culture, Innovation & Diversification and Sustainability

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Review our engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2026	Cultural Committee RAP Working Group
	Continue to maintain relationships with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement within the Awabakal, Worimi, Wonnarua, Darkinjung, Bundjalung and Boonwurrung nations.	September 2026	Director of ITC, Fostering and Permanency and People, Support and Culture
	Allambi Care will continue to build relationships with families within the local communities to better support the children in care. Through these relationships we will look for ways to include families in our planning, allowing time for healing and understanding people's experiences.	April 2027	Family Search and and Engagement Team
	Allambi Care (NNSW) to continue their support and sponsorship with the local football team Cubawee Connections Rugby League Club for the annual Lismore Koori Knockout.	September 2026	Director Northern Rivers
	Allambi Care (NNSW) to continue to attend the monthly local Aboriginal and/or Torres Strait Islander interagency meetings and remain a key collaborative partner and participate in local community events e.g., Annual Colour Run.	April 2026 (Monthly)	Director Northern Rivers
	Allambi Care (NNSW) to continue their relationship building and collaborations with local Aboriginal organisations and agency. Allambi Care will invite these Organisations to team meetings to meet with the broader team, discuss their programs, supports and build connections e.g., AbSec, Lives Lived Well, Deadly Ed.	February 2027	Director Northern Rivers
	Explore building relationships with local Aboriginal health providers that support engagement with the Aboriginal and/or Torres Strait Islander young people and families in our care.	January 2027	TracksHealth Clinical Team
2. Build relationships through celebrating National Reconciliation Week (NRW).	Continue with the implementation of Family Finding Training within Allambi Care and other related service providers.	May, August, October 2026, 2027	Tact Training
	Continue to provide staff with information and knowledge on the importance of National Reconciliation Week through the internal newsletter and intranet, so they can share this with the children and families they are supporting.	March Annually	Media and Marketing Manager
	Allambi Care (NNSW) to continue to facilitate and run their own localised Reconciliation Morning Tea for carers, staff and external stakeholders each year during National Reconciliation Week.	27 May - 3 June Annually	Northern Rivers Cultural Committee RAP Working Group
	RAP Working Group members to participate in an external NRW event and register all our NRW events on Reconciliation Australia's NRW website .	27 May - 3 June 2023, 2024	Director of ITC, Fostering and Permanency and People, Support and Culture

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Support our young people and families to organise and run an Allambi Care NRW event. Inviting Elders and leaders to guide our organisation and share their knowledge and stories.	May 2026 - June 2028	Director of ITC, Fostering and permanency and People, Support and Culture Cultural Committee
	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	December 2026	Cultural Committee
	Cultural team members to attend care team meeting preparation to help implement strategies to engage our staff and young people in our reconciliation journey through ongoing supports and training.	April 2026	Cultural Therapeutic Specialist, Cultural Team
4. Promote positive race relations through anti-discrimination strategies	Encourage and support our young people to participate and have a presence at Aboriginal and/or Torres Strait Islander events, and community days such as Koori Knockout. Share this commitment and communicate our reconciliation efforts publicly, through social media, and internal systems and process.	October 2026	Department Directors and Cultural Committee
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. Invite Elders and other Aboriginal and/or Torres Strait Islander people to Allambi Care events and ensure we are participating within community lead events.	November 2027	Department Directors and Cultural Committee
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation. Including consulting with local nations such as Bundjalung (NNSW), Boonwurrung (VIC) Elders in preparation of our RAP.	February 2027	Department Directors and Cultural Committee
	Review and communicate policy and procedure updates for cultural support plans across our organisation. There needs to be an ongoing focus on family led decision making, and meaningful engagement with young people and plans.	March 2027	Director of ITC, Fostering and Permanency, Outreach, and People, Support and Culture
	Implement strategies to incorporate family inclusive practice with Aboriginal and Torres Strait Islander families and young people. This will be done through the involvement of the cultural team and Family Peer Advocate in our connecting families training, care team meetings and family meetings.	April 2027	Cultural Therapeutic Specialist, Cultural Team, Family Peer Advocate
	Embed knowledge and learning around intergenerational trauma, racism and Epigenetic inheritance through our training systems for all staff. This will be a part of our induction process and ongoing through our cultural training and learning platform ASH. Using our access to clients and other organisations to contribute to the field to increase research and standards of cultural safety.	September 2027	Cultural Therapeutic Specialist
	The cultural team will present training for all staff through our induction, and ongoing with our cultural training. This will be booked in and monitored through our cultural hub.	January 2027	Cultural Team
	Continue to review and update policies (including the anti-discrimination policies) to ensure workplace practices, including employment and recruitment procedures, are culturally safe and equitable.	June 2027	People, Support and Culture
	Equip our senior leaders on the most recent conversations and research surrounding the effects of racism.	January 2027	Cultural Therapeutic Specialist, Cultural Committee RAP Working Group





At Allambi Care, respect is a core principle embedded throughout our Reconciliation Action Plan and reflected in every Care Team Meeting, team meeting and departmental meeting. We demonstrate this respect through our Acknowledgement of Country, recognising the ongoing connection of Aboriginal and Torres Strait Islander peoples to land, culture and community.

This practice is important to Allambi Care as it reinforces culturally safe and respectful interactions with the children, families and staff we work alongside. By embedding respect into our everyday ways of working, we strengthen relationships, foster trust, and promote inclusive, culturally responsive environments. This commitment supports positive outcomes for Aboriginal and Torres Strait Islander children and families and ensures our organisation upholds its responsibility to work with integrity, respect and cultural awareness.

Focus area: Quality Service, Organisational Culture, Innovation & Diversification and Sustainability

Action	Deliverable	Timeline	Responsibility
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation annually. Ensuring that there is attention to understanding self-determination and expanding knowledge of language and traditions. Being mindful of power imbalance in services we provide (this includes educational, socioeconomic, and language differences).	July 2027	Manager of Learning and Development, Cultural team
	Review our cultural learning strategy document for our staff.	September 2026, 2027, 2028	RAP Working Group
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	November 2026, 2027, 2028	RAP Working Group, Cultural Team
	Arrange cultural development and training for our TracksHealth team.	March 2027	Cultural Team
	Provide training to foster carers on Aboriginal and/or Torres Strait Islander traditions and local community supports. This will also include support and training on the importance of family being part of the young person's life and future planning. Consultation will continue to happen during the Foster Care and Kinship process for Aboriginal and/or Torres Strait Islander competency.	November 2027	Director of Fostering and Permanency, Cultural Therapeutic Specialist, Cultural Team
	Continue to provide opportunities for RAP working group, Parent peer advocates and key staff to participate in formal and structured cultural learning. This can be done through Aboriginal and/or Torres Strait Islander conferences and events across Australia as well as cultural team building days within the local community.	September 2027	Department Directors and Cultural Committee
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Cultural training provided to all staff and foster carers during their induction. Helping to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	September 2027	RAP Working Group, Cultural Therapeutic Specialist, Cultural Team, RWG
	NNSW will roll out their new Staff Induction Training package. This package will include a comprehensive, in person Cultural Awareness Training to be delivered to all new Allambi Care Staff (Youth Workers, TracksHealth, Leadership Staff). The training will be facilitated and delivered by a local Youth Worker with local knowledge and connections to Bundjalung Land.	March 2027	Directors Northern Rivers

Action	Deliverable	Timeline	Responsibility
	Review implementation of cultural protocol process and report back to the Executive and Cultural Team.	May 2026, 2027	People, Support and Culture Director
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	June 2026, 2027	RAP Working Group
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	May, July 2026	RAP Working Group, Cultural Therapeutic Specialist, Cultural Team
	- Cultural knowledge and awareness built into induction of new staff and carers. - Increasing understanding of culture through learning experiences - Inclusive Policies and Procedures - Celebrating significant cultural days: NAIDOC, National Reconciliation Week, Indigenous Literacy Day - Cultural considerations in placements: artworks, flags, maps, food, music, language (hello, thank you)	February 2027	RAP Working Group, Cultural Therapeutic Specialist, Cultural Team
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Promote and encourage participation in external NAIDOC events to all staff across the different Allambi Care locations (NNSW, VIC and Newcastle). Support the communication around this by promoting NAIDOC on our website, and social media platforms.	June, July 2026, 2027	RAP Working Group, Cultural Committee
	Allambi to sponsor and support Awabakal NAIDOC event. Staff will attend and man a stall within the event, as well as provide the BBQ throughout the event.	June, July 2026, 2027	RAP Working Group, People, Support and Culture
	NNSW team to continue to support and participate in the annual Ballina NAIDOC Walk with staff.	June and July Annually	Directors Northern Rivers
	NNSW will partner with local ACCO, Ngunya Jarjum for their annual NAIDOC Family Fun Day event. Allambi Care envision an ongoing partnership and collaboration for years to come.	June and July Annually	RAP Working Group, People, Support and Culture, Directors Northern Rivers
	Ensure our young people and families are supported to participate in NAIDOC events, as well as plan and run an Allambi Care event on site with key community members.	July 2026, 2027	Director of ITC, Fostering and Permanency, Outreach, and People, Support and Culture
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2026	People, Support and Culture and RAP Working group
4. Develop, implement, and communicate a cultural learning strategy document for our staff.	TracksHealth professionals to use cultural activities or tools wherever they can in place of Western method. For example, use culturally appropriate assessment tools and have a First Nations perspective on well-being and decision making.	December 2026	TracksHealth Clinical Team, Cultural Therapeutic Specialist, Cultural Team, RAP Working Group
	TracksHealth clinicians to involve cultural stakeholders (Allambi Cultural team) before and during service delivery while being mindful of past oppressive practices and trauma associated with these.	December 2026	TracksHealth Clinical Team
	Continue to implement strategies to incorporate family inclusive practice with Aboriginal and Torres Strait Islander families and young people. Focusing specifically on the development of cultural plans which are family led, developed and endorsed by the young person, family and Kin.	April 2027	Family Search and Engagement



Opportunities

Allambi Care has established a recruitment, retention and professional development strategy in consultation with the Bradford Institute of Education, the University of New England, and our Tact training group, which includes a high number of Aboriginal and Torres Strait Islander staff. This approach ensures that employment pathways are culturally informed, accessible and responsive to the needs of Aboriginal and Torres Strait Islander peoples.

This strategy is important to Allambi Care as a culturally strong and supported workforce enhances the quality of care provided to our young people and families. By creating new initiatives such as Cultural Mentor roles, Allambi Care provides additional support pathways that assist with staff retention, professional growth and cultural leadership. The integration of cultural mentoring with clinical roles supports culturally safe practice and strengthens outcomes for Aboriginal and Torres Strait Islander children, young people and families. These opportunities reinforce our commitment to reconciliation, workforce sustainability and meaningful employment for Aboriginal and Torres Strait Islander peoples.

Focus area: Quality Service, Organisational Culture, Innovation & Diversification and Sustainability

Action	Deliverable	Timeline	Responsibility				
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	April 2027	People, Support and Culture	3. Provide opportunities throughout Allambi programs and within community for Aboriginal and Torres Strait Islander Children to connect to culture and traditional ways of knowing, being and doing.	Investigate learning opportunities for our cultural mentors through local community trainings and groups.	August 2026	RAP Working Group, Cultural Therapeutic Specialist
	Review and embed an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	June 2026	People, Support and Culture		Obtaining mentoring and supports for Aboriginal and/or Torres Strait Islander (and non-Indigenous) Children and Young People (CYP) by Bundjalung people and Elders.	May 2026	RAP Working Group, Cultural Therapeutic Specialist
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	June 2026	Training and Development team				
	Demonstrate our ongoing commitment to creating meaningful opportunities for Aboriginal and Torres Strait Islander peoples within our organisation by continuing to uphold equal employment values.	August 2027	People, Support and Culture, Cultural Therapeutic Specialist, RAP Working Group		Develop cultural education camps for Indigenous and non-Indigenous youth, carers and staff to learn together about culture with local organisations, about keeping kids connected to family “fostering family”.	July 2026	ITC Directors, Foster Care Directors
	We will work closely with our People, Support and Culture team to regularly review and enhance internal pathways for recruitment, retention, and professional development. This includes supporting our TracksHealth team to explore and strengthen behavioural technician pathways for Aboriginal and Torres Strait Islander employees.	August 2027	People, Support and Culture, Cultural Therapeutic Specialist, RAP Working Group		Continue to grow our Allambi Yidaki Didgeridoo program by getting the youth to promote it to other young people, as well as have them perform at our local cultural events.	June 2026	Cultural Therapeutic Specialist
	Continue to increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce. To continue to support focus and intensity around family and community connections for Aboriginal and/or Torres Strait Islander Children and Young People (CYP).	November 2027	RAP Working Group, Cultural Therapeutic Specialist, Director People, Support and Culture		Provide further opportunities for Aboriginal and/or Torres Strait Islander young people by exploring other groups such as dance and painting programs led by local cultural Elders.	April 2026	RAP Working Group, Cultural Therapeutic Specialist, Cultural Committee
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	October 2026	People, Support and Culture		Allambi Care Outreach Holiday Program to create Cultural learning opportunities for non-Indigenous CYP to grow up the next generation with less prejudice.	January 2028	Outreach Director and Team
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	November 2027	People, Support and Culture		All Aboriginal and/or Torres Strait Islander children be supported to connect back to their Country and community. This will be supported through our ITC and Foster Care programs, with connection back to family.	December 2026	ITC Directors, Foster Care Directors, Family Search and Engagement
2. Develop and Implement an Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses to look for opportunities to purchase goods and services from Aboriginal and Torres Strait Islander businesses to staff.	November 2026	Cultural Therapeutic Specialist, Director Corporate Services		TracksHealth to have a Cultural therapeutic review for Aboriginal and/or Torres Strait Islander Behaviour Support Plans to ensure cultural appropriateness.	January 2028	TracksHealth Clinical Team
	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy				Continue to implement the recommendations from our Curijo cultural audit and review these recommendations through our cultural committee.	April 2028	All Allambi Care staff
					Review our office spaces with our young people to get feedback on whether they feel it is culturally safe. Make any changes and adjustments as appropriate to support their feedback. E.g. TracksHealth requires some cultural artwork.	December 2026	All Allambi Care staff





Governance

Action	Deliverable	Timeline	Responsibility
1. Maintain an effective RAP Working group (RWG) to drive governance of the RAP.	• Maintain Aboriginal and/or Torres Strait Islander representation on the RAP Working Group. Expressions of Interest to be put out each year to maintain membership.	December 2026	RAP Working Group, Cultural Therapeutic Specialist, Director Outreach
	• Review and update the Terms of Reference for the RWG annually.	November Annually	Cultural Therapeutic Specialist
	• Meet at least four times per year to drive and monitor RAP implementation. From these meetings a report will be generated from Cascade to send to the Board on progress and gaps in our deliverables.	March, June, September, December 2026, 2027	RAP Working Group, Cultural Therapeutic Specialist, Board
2. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation through our monthly Cultural Committee. This will be reviewed at the executive meeting to ensure the resources are supplied in a timely manner.	November Annually	RAP Working Group, Cultural Therapeutic Specialist
	• Continue to engage senior leaders in the delivery of RAP commitments.	November 2027	RAP Working Group, Cultural Therapeutic Specialist
	• Appoint and maintain an internal RAP Champion from senior management.	November Annually	RAP Working Group
	• Define and maintain appropriate systems to track, measure and report on RAP commitments. This will be completed through Cascade and reports generated to communicate to the Board and executive team.	August Annually	Outreach Director, RAP Working Group, Cultural Therapeutic Specialist
	• Ensure that there is a representative from each program on the Cultural Committee, including a youth advocate and parent partner. This will be reviewed and an EOI sent out.	February 2028	RAP Working Group, Outreach Director, CEO
3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September Annually	RAP Working Group, Cultural Therapeutic Specialist
	• Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	July Annually	Cultural Therapeutic Specialist
	• Report RAP progress to all staff and senior leaders quarterly in May, August and November. This will be sent out in the monthly newsletter and placed on the internal intranet under the cultural hub.	May, August, September 2026, 2027, 2028	RAP Working Group, Cultural Committee
	• Publicly report our RAP achievements, challenges and learnings, through the Allambi Cultural Hub, Allambi Newsletter and annual report.	August Annually	RAP Working Group, Cultural Therapeutic Specialist
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2026	RAP Working Group, Cultural Therapeutic Specialist
4. Continue our Reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	August 2027	RAP Working Group, Cultural Therapeutic Specialist, Outreach Director





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Position: Cultural Therapeutic Specialist

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