



im
injury matters
PREVENTION TO RECOVERY

INNOVATE

Reconciliation Action Plan

November 2024 - November 2026

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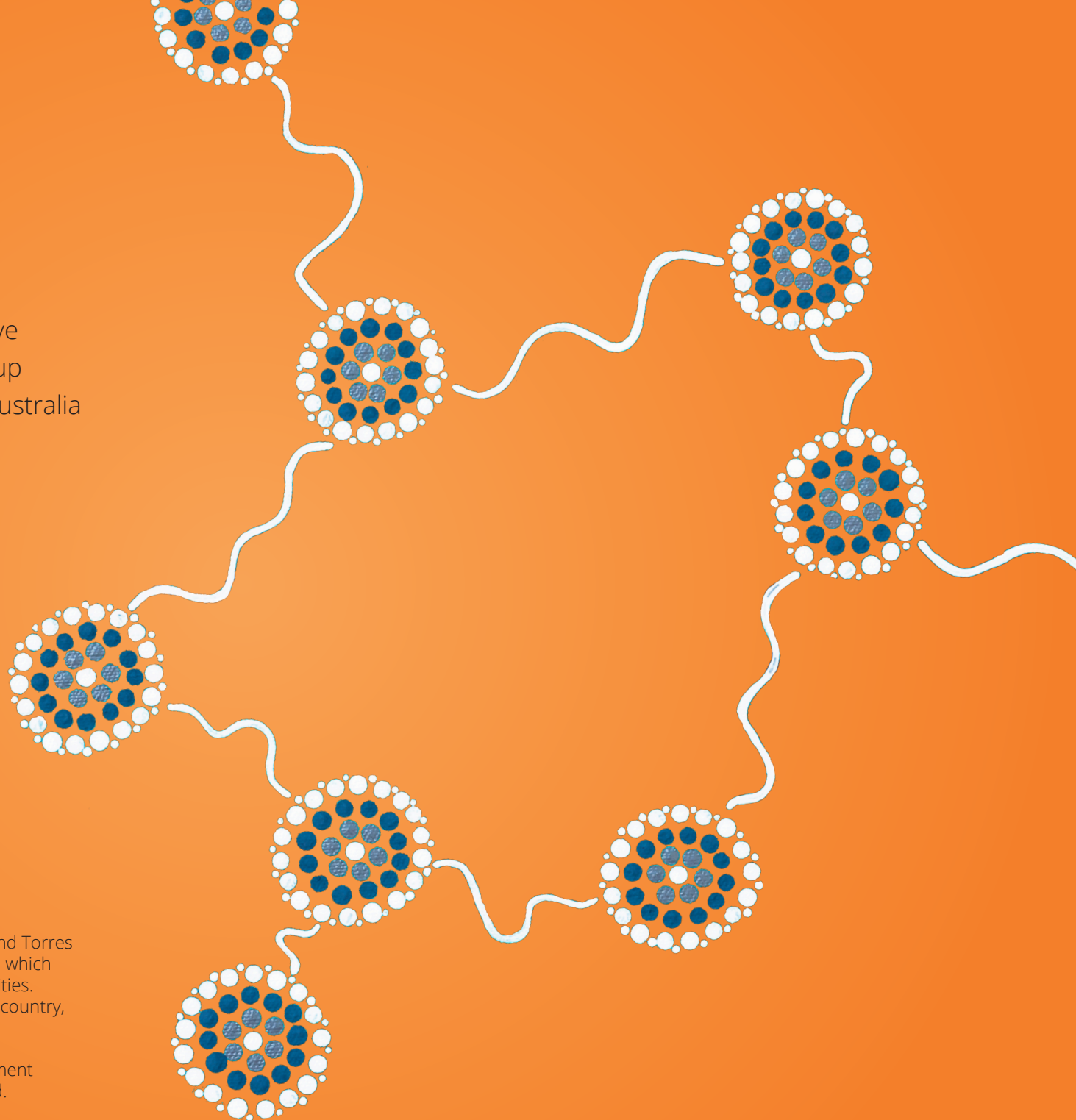
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Acknowledgement of Country

Injury Matters acknowledges and respects Aboriginal and Torres Strait Islander Peoples as the custodians of the land on which we work, live and build our lives, families, and communities. We pay our respects to the First Nations People of this country, their cultures and Elders past, present and emerging.

Please note that all photographs included in this document are owned by Injury Matters unless otherwise indicated.





**Designed and painted by Noongar Aboriginal Artist
Mel Spillman (Woods) of Maarakool Art**

This Aboriginal painting is a representation of the positive impacts Injury Matters has had on the WA community. Injury Matters has been supporting injury prevention and recovery since 1992, empowering all to live life to the full; at home, at work and on the go.



MESSAGE FROM OUR CHIEF EXECUTIVE

I am proud to welcome you to our next step toward reconciliation, our Innovate Reconciliation Action Plan (RAP). This phase of our journey to reconciliation comes after a long, rewarding period of growth for our organisation, team, and community as a result of our Reflect RAP. While we began this journey back in 2012, the last few years have seen some of the most significant strides toward our vision at all levels of our organisation.

The RAP process has proved invaluable, leading us, as a team, to embed the spirit of reconciliation into each layer of our work with intent and healthy curiosity. Building strong, lasting relationships with Aboriginal and Torres Strait Islander Peoples and communities across Western Australia remains a high priority for us. This new plan will guide our work to walk alongside and understand issues facing Aboriginal and Torres Strait Islander Peoples to facilitate better health outcomes.

Thank you to all those supporting us on our path to reconciliation, especially our Advisory Group members – Frank, Tania, Steve and Katrina. I am thrilled to begin working on our Innovate goals and to find out where and how the work will lead us.

Sandy Lukjanowski

MESSAGE FROM OUR ADVISORY GROUP

We were thrilled to collaborate with the Injury Matters team on this Innovate RAP. It is representative of the everyday steps taken toward reconciliation by each level of an organisation we are proud to support.

Injury Matters is a small organisation making a big difference, not only in supporting injury prevention and recovery initiatives across the state, but with their place-based approach to cultures and communities. The safe environment the team has created during their Reflect period has built a positive foundation on which this new Innovate plan will flourish – and we are excited to witness it.

This new Innovate RAP embodies Injury Matters' dedication to fostering respectful relationships, creating opportunities for Aboriginal and Torres Strait Islander engagement, and commitment to understanding Aboriginal and Torres Strait Islander history and the modern experience.

We commend Injury Matters for their work so far in embedding reconciliation into all facets, from internal workplace practices to meaningful community engagements.

Frank, Tania, Steve, and Katrina

A STATEMENT FROM RECONCILIATION AUSTRALIA

Reconciliation Australia commends Injury Matters on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP). Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. This Innovate RAP is both an opportunity and an invitation for Injury Matters to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Injury Matters will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

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. Injury Matters is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Injury Matters's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes. Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Injury Matters on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine

Chief Executive Officer, Reconciliation Australia



Stirlingia, commonly known as blueboy.

OUR VISION FOR RECONCILIATION

Our team recognises that Aboriginal and Torres Strait Islander communities hold unique cultural characteristics which are protective of wellbeing. These characteristics include cultural connection, self-determination, kinship, and a holistic view of health that encompasses social, spiritual and physical wellbeing.¹

Despite these protective factors injury continues to have a significant impact on the health and wellbeing of Aboriginal and Torres Strait Islander Peoples. Between 2014 and 2018, about 1 in 5 deaths among Aboriginal and Torres Strait Islander Peoples in WA were caused by injuries, making it the second leading cause of death.²

Injury Matters is committed to listening to and working with Aboriginal and Torres Strait Islander Peoples, co-designing, and addressing the determinants of injury for better health outcomes from injury prevention to recovery.

Our vision for reconciliation is our organisation supporting healthy, thriving Aboriginal and Torres Strait Islander communities in WA to live lives unaffected by the vast impact of injury.

1. Bourke, S. et al. Evidence Review of Indigenous Culture for Health and Wellbeing. Int. J. Health Wellness Soc. 8, 11–27 (2018).

2. Markus, L. Aboriginal and Torres Strait Islander Health Performance Framework 2020 key health indicators—Western Australia. 24 (2020).

We asked our team what reconciliation meant to them and here's what they shared with us:



Frank at the 2023 Injury Matters Awards.

OUR BUSINESS

Located in Leederville, Western Australia (WA), on the land of the Whadjuk Noongar people, Injury Matters works to help people recover from injuries. Or, better still, avoid them altogether. We have been WA's injury prevention and recovery specialists since 1992.

We work primarily within Western Australia to help people across the state prevent and recover from injuries. Our approach is as expansive and inclusive as our remit, spanning from road safety to trauma recovery and falls to substance-related harm.

While our office is located on Noongar Boodjar, our team, our programs and activities, including trainings, events, and consultations, span across Western Australia. Over recent years, Injury Matters has delivered training, presentations and participated in meetings in locations such as Goomburrup (Bunbury), Narembeen, Karlkurla (Kalgoorlie), Gnargijin (Narrogin), Jambinu (Geraldton), Rubibi (Broome), Wooditchup (Margaret River), Kinjarling (Albany), Kepa Kurl (Esperance), Onslow and Karratha (Karratha).

As a not-for-profit organisation, we work with local communities, industry, government and our health, emergency and social service partners, drawing on the latest research, evidence and lived experience here in WA to:

- Raise awareness of injury risks, consequences, and prevention solutions;
- Empower the WA community to avoid and recover from injury through a range of education and support programs;
- Support the recovery of individuals and communities impacted by road trauma; and
- Influence local and national agencies and policymakers to make smarter, safer, more informed policy decisions to support the needs of their communities.



Shaan Brems at the Stay On Your Feet® Falls Prevention Program 30th birthday event.

Together, we uncover and share injury insights and policy solutions to keep everyone safer and healthier – solutions that reduce the far-reaching physical, emotional, and financial impact caused by injuries.

Injury Matters currently delivers three programs that aim to prevent injury and support recovery:

- **Stay On Your Feet WA®** is the leading falls prevention program for older adults living in the Western Australian community; providing information, resources, and education to community members, health professionals and community workers on strategies to prevent falls.
- **Road Trauma Support WA** is Western Australia's only dedicated service for those affected by post-crash road trauma; providing free, personalised counselling, information, resources, education, and training to the Western Australia community.
- **Know Injury** provides quality training, resources, and networking opportunities for Western Australian injury prevention and safety promotion professionals to increase capacity, knowledge, and skills to prevent and reduce of the impact of injury.



Roisin Sweeney at the Stay On Your Feet® Falls Prevention Program 30th birthday event.

Injury Matters currently employs a team of 23 professionals alongside a small team of passionate volunteers. At present, we do not have any individuals who identify as Aboriginal or Torres Strait Islander.

However, Injury Matters has engaged Aboriginal and Torres Strait Islander Team Members in various capacities, including training, outreach, and administration and continues to foster strong relationships with these individuals. Additionally, we maintain ongoing partnerships and connections with Aboriginal and Torres Strait Islander individuals and organisations through extensive networks.

We recognise our current employment representation falls below the desired level for Aboriginal and Torres Strait Islander Peoples. Injury Matters is committed to addressing this through a series of strategies, which are included in our Innovate RAP.



Janet Powell-Jones at the 2023 Injury Matters Awards

OUR VALUES



Knowledge through diversity of people and skills.



Genuine in our intent to have a positive impact.



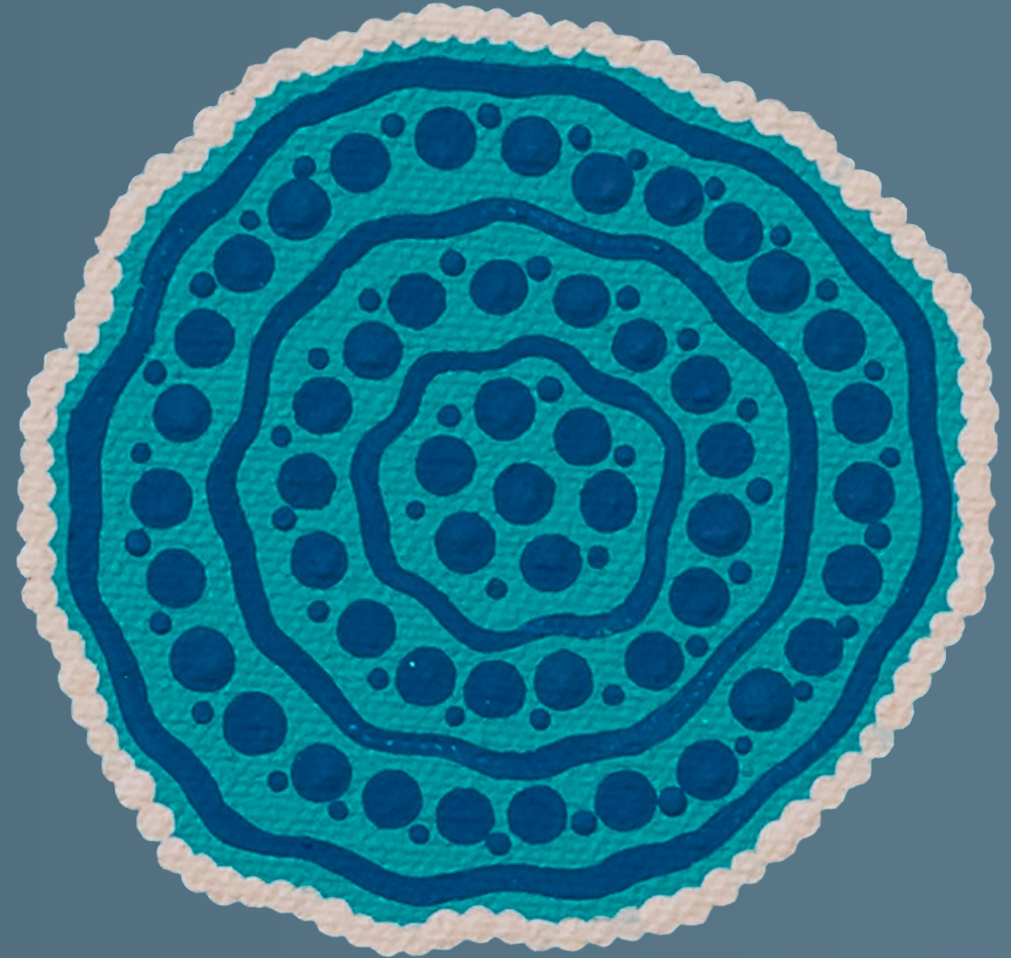
Inquisitive and brave to innovate.



Working with purpose and empathy to achieve better outcomes for people.



Considered in our approach through evidence and experience.



OUR RECONCILIATION ACTION PLAN

Injury Matters embarked on its transformative journey towards Reconciliation following the 2012 Injury Prevention Summit. This summit underscored the importance of prioritising Aboriginal and Torres Strait Islander Peoples in the context of injury prevention.

From this summit, ten key priorities were identified, specifically focusing on addressing injuries within these populations in Western Australia. Following the Summit, we actively pursued the creation of our Reflect RAP to empower Aboriginal and Torres Strait Islander communities, fostering improved injury outcomes across the state.

Recognising the pressing need for enhanced support for the Aboriginal and Torres Strait Islander community, Injury Matters initiated the RAP process. The team's unwavering dedication to effecting positive change and their acknowledgment of the profound significance of this process have been instrumental driving forces.

Injury Matters is fortunate to have the support of an Aboriginal and Torres Strait Islander Advisory Group, which meets regularly with our Leadership Team.

The Advisory Group includes:

- **Frank** is an honorary Noongar, born and raised in Kokomini (Mackay, Queensland). Frank has previously been heavily involved in supporting the local community with organisations such as the Department of Justice and Guildford Grammar. Frank has joined Injury Matters to provide support and guidance on Aboriginal and Torres Strait Islander engagement within the wider community.
- **Tania** is a Whadjuk, Balladong yok, born and raised in Boorloo (Perth), providing leadership and advice on Noongar culture and heritage through her involvement as a consultant in Aboriginal and Torres Strait Islander engagement initiatives and reference group workshops at Local and State Government level. She has worked within the construction, energy and resources sector for most of her working life, with over 20 years experience providing injury prevention solutions as a Workplace Health and Safety Practitioner and Consultant in both onshore and offshore greenfield and brownfield work environments. Tania is qualified in incident investigation techniques with an emphasis on root cause analysis. She is also a lead auditor in Safety Management Systems and Environmental Management Systems.



- **Steve** is a Yued Noongar man and has been living on Whadjuk Boodja here in Boorloo (Perth) with his family for over 20 years. Steve has a keen interest in Aboriginal and Torres Strait Islander health and graduated with a Bachelor's of Health Science from the University of Western Australia. Currently working as a Director with the National Indigenous Australian Agency, Steve has over 15 years' experience working across Aboriginal and Torres Strait Islander affairs both at Commonwealth and State Levels. Steve is passionate about working with Aboriginal and Torres Strait Islander communities to improve outcomes and has also previously worked both as a Senior Health Promotion Officer with North Metropolitan Health and a Care Coordinator delivering services to the Perth community.
- **Katrina** has over a decade of experience spanning corporate and non-profit sectors, and has held senior management roles in multinational and Fortune 500 companies. Throughout her career, she has spearheaded projects focused on stakeholder engagement within the Indigenous business sector, shaping organisational strategies to foster meaningful commercial outcomes for Pilbara Aboriginal owned businesses. As a proud

Maiawali woman, Katrina is deeply committed to advancing the First Nations business community. She serves as a business coach, leveraging her own entrepreneurial journey to support others in their pursuits. Additionally, she leads initiatives aimed at enhancing the representation and self-determination of fellow First Nations entrepreneurs and business people within the Australian business ecosystem.

Additionally, internally, the following dedicated team members support the Aboriginal and Torres Strait Islander Advisory Group:

- **Toni** *General Manager - People and Systems*
- **Sandy** *Chief Executive*
- **Rachel** *General Manager - Injury Prevention*
- **Ian** *General Manager - Recovery Support*
- **Ashleigh** *Communications and Marketing Coordinator*
- **Twinkle** *Business and Systems Coordinator*
- **Apu** *Injury Prevention Officer - Workforce Engagement*
- **Ash** *Recovery Support Coordinator - Community Engagement*
- **Shaan** *Injury Prevention Coordinator*

The Advisory Group played a pivotal role in developing our Innovate Reconciliation Action Plan. The group was invited to participate in the organisational brainstorming session, led by Rhys Padick and Emma Gibbens from Acknowledge This!, where the group contributed invaluable ideas to include under each domain.

The Advisory Group's lived experience and feedback were crucial in shaping the final goals and content of the plan. The Advisory Group officially endorsed the final submission to Reconciliation Australia and provided a letter of endorsement to be included in this plan. Without their support, insights, and guidance, we wouldn't have been able to create such a meaningful and impactful plan.



Since the implementation of our first RAP five years ago, there have been a number of key learnings and accomplishments, such as:

Inclusive Representation

Our journey to date highlighted the crucial importance of inclusive representation within Injury Matters. Acknowledging the significance of having a First Nations representative, Injury Matters engaged with Ingrid Cummings from Code Switch in 2016, who was instrumental in guiding the initial Innovate RAP process.

Establishing the Aboriginal and Torres Strait Islander Advisory Group in 2022 also marked a significant milestone to increase Aboriginal and Torres Strait Islander representation within the organisation. The group consists of 4 individuals bringing a wealth of knowledge and experience from Aboriginal and Torres Strait Islander communities. This step underscored Injury Matters' commitment to ongoing collaboration, ensuring sustained input from Aboriginal and Torres Strait Islander perspectives.

Internal Engagement

Inviting all team members to become Internal RAP Champions in 2016 and conducting the initial internal RAP session emphasised the value of fostering internal engagement. This inclusivity facilitated a collective commitment to reconciliation goals amongst the team. Since then, Injury Matters has included in the onboarding process of new starters an insight into our reconciliation journey to date and offered them to join the internal RAP champion working group.

The participation of team members in an innovative planning day in 2023, facilitated by Rhys Paddick and Emma Gibbens from Acknowledge This!, played a crucial role in supporting the formation of the Innovate draft. This dynamic session contributed to shaping forward-thinking strategies and solutions.

Our team's engagement is integral to the success of our RAP, ensuring active participation in the implementation of initiatives and contributing to creating a workplace culture that values diversity and inclusion.





Community Consultation

Consultations held in 2017 with Aboriginal and Torres Strait Islander Peoples and communities across Western Australia led the development of our Reflect RAP, and the insights provided remain influential to our approach in this Innovate stage.

2020 saw Injury Matters work alongside Moorditj Denja (Strong Feet). The Stay On Your Feet® Healthy Foot Guide was developed with Moorditj Denja to educate older adults on the importance of strong feet.

Injury Matters believes that community consultation is not only a respectful and ethical approach but also a practical necessity for the development of effective and impactful Reconciliation Action Plans. It ensures that the initiatives outlined in the plan are rooted in the realities, needs, and aspirations of Aboriginal and Torres Strait Islander communities.

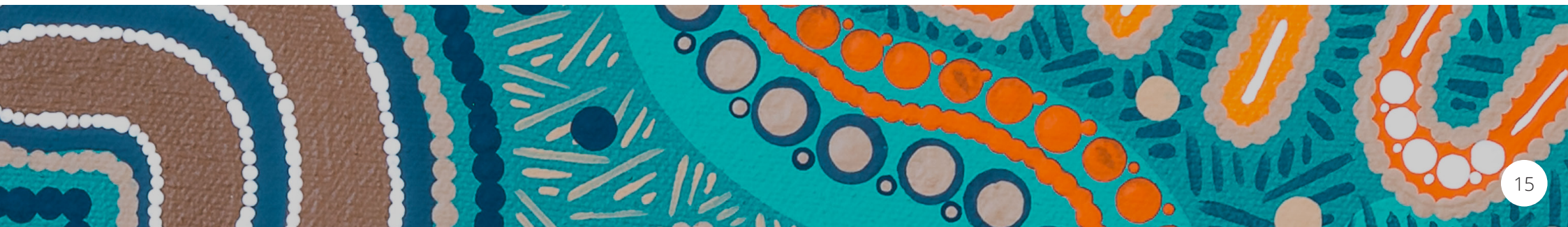
Continuous Learning

Engaging in cultural awareness training in 2018 demonstrated Injury Matters' commitment to continuous learning.

Acknowledge That! and Acknowledge This! training sessions have been held over the years to help the team deliver more authentic Acknowledgement of Countries moving away from the tick box and tokenism. The team's confidence in delivering these has increased significantly, with them receiving many compliments on their deliveries.

The team had the opportunity to take a trip to the Gravity Discovery Centre and Observatory for lessons in the bush and storytelling. Led by Aboriginal Elder Dr Noel Nannup, the team deepened their understanding of the link between Aboriginal and Torres Strait Islander cultures, spirituality and science.

This ongoing commitment to expanding our cultural awareness and understanding contributes to a more informed and empathetic approach towards reconciliation.



Collaborative Partnerships

The journey showcased the power of collaborative partnerships, such as those with SWAMS, BOAB and other Aboriginal and Torres Strait Islander initiatives. These partnerships, ranging from workshops to community walks, exemplify the strength derived from working together toward shared objectives.

Injury Matters will continue to foster these partnerships and collaborate with other like-minded organisations. These partnerships are essential in our Reconciliation journey as they enhance cultural competence, broaden the impact of initiatives, foster community engagement and support, promote diversity and inclusion, and contribute to the long-term sustainability of Australia-wide reconciliation efforts.

Cultural Integration

The journey demonstrated the significance of integrating cultural elements into various aspects of Injury Matters, from email signatures to the incorporation of local Noongar language in the building. This integration fosters a culturally sensitive and respectful environment.

Cultural integration plays a big role in our reconciliation journey. It fosters respect, builds trust, contributes to authenticity, empowers Aboriginal and Torres Strait Islander communities, creates an inclusive environment, promotes two-way learning, and ensures the long-term sustainability of our reconciliation efforts.

Our initial RAP journey yielded valuable insights, such as the importance of connecting with other like-minded organisations on a similar reconciliation journey and engaging with team members and bringing them along the journey to increase their understanding and knowledge. These key learnings underscore Injury Matters' commitment to a holistic and inclusive approach in its reconciliation journey. By actively incorporating these learnings, Injury Matters endeavours to continue to deepen its understanding in its Innovate RAP.



OUR REFLECT JOURNEY

4 **Advisory Group meetings held**
between 2018 to 2023

20 **internal RAP champion group meetings held**
between 2018 to 2023



\$105,816

spent procuring goods and services from Aboriginal-owned suppliers between 2018 and 2023

4 **Aboriginal and Torres Strait Islander organisations granted funding from 2018 to 2023**

1 **Acknowledge That!**
training session attended

2 **Acknowledge This!**
training sessions attended



2023
Innovate RAP drafting commenced

2022
Our external Advisory Group was established

2018
Reflect RAP launched

OUR JOURNEY TO INNOVATE

Our Reflect journey evolved and expanded over time, with a focus placed on education, understanding and connection.

Injury Matters took significant steps to deepen cultural awareness within the team, with regular knowledge sharing becoming the norm, sharing culturally significant events and news in newsletters, chats, and meetings. Meanwhile, our leadership teams continue to embed reconciliation practices in strategic policies and governance, curating a more inclusive and culturally safe workplace at all levels.

All professional development plans are aligned with individual goals support Aboriginal and Torres Strait Islander Peoples and communities, leading to continuous upskilling in this critical area. This commitment to education continued in 2021, with our whole team engaging in cultural awareness training with Dr Noel Nannup at the Gravity Discovery Centre in mid-2020.

Our Reflect RAP enabled Injury Matters to confidently seek out partnerships with Aboriginal and Torres Strait Islander organisations to deliver programs and services.

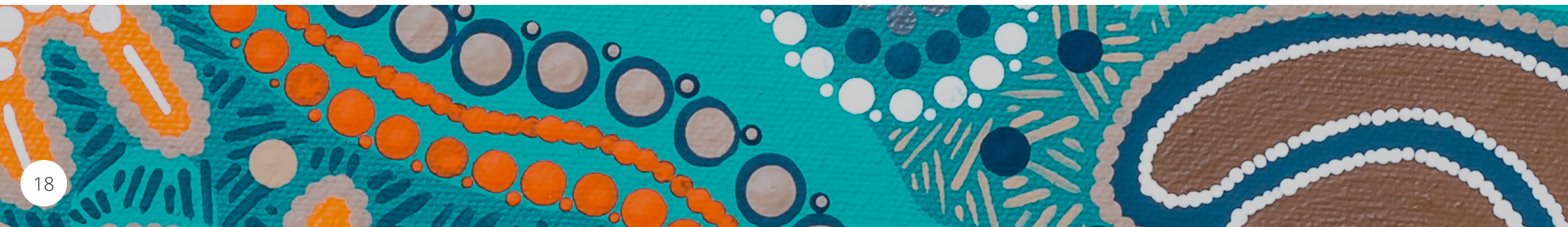
The collaborations with Moorditj Djena, South West Aboriginal Medical Service (SWAMS), Boab Health Kimberly,

and the Ironbark steering committee showcased our dedication to working alongside communities.

A significant milestone of our collaboration efforts was the establishment of an Aboriginal and Torres Strait Islander Advisory Group in 2022, consisting of Frank, Tania, Steve, and Katrina. Regular meetings and participation in events such as the Bunbury Reconciliation Walk and the Acknowledge That! online sessions strengthened these ongoing partnerships.

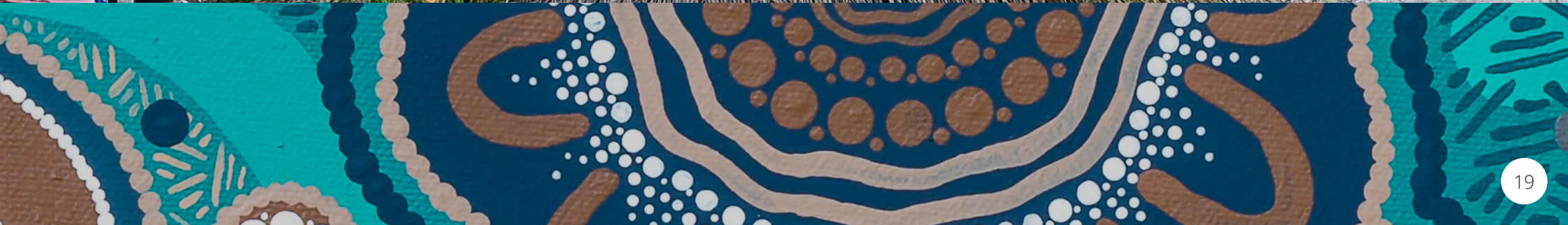
In 2023, our team engaged in an insightful reflection session at Lake Monger, taking time together to consider the personal significance of reconciliation. This introspective approach has nurtured our commitment to growth and supports our participation in events like the Aboriginal Health Conference and the Walk for Reconciliation.

The journey of reconciliation continued with an innovative planning day in 2023, facilitated by Rhys Paddick and Emma Gibbens from Acknowledge This! This session reflected our progress and fuelled the formulation of our next steps to Innovate.





Injury Matters' team at the Gravity Discovery Centre



KEY ACTIVITIES

As we reflect and transition from a Reflect to Innovate RAP, our journey has seen significant milestones that demonstrate our evolving commitment to reconciliation.

2018 Cultural Awareness Training

Engaging with Aboriginal Productions and Events in Karra Katta (Kings Park) deepened our team's cultural awareness.

2019 Inclusive Team Meetings

A standing item was added to all team meetings in 2019 to discuss challenges and celebrate victories supporting all priority communities.

2019 Professional Development Plans

Encouraging team members to include goals supporting Aboriginal and Torres Strait Islander Peoples and communities in their professional development plans.

2019 Cultural Language

Incorporating local Noongar language in our new building and updating email signatures to include Acknowledgment of Country.

2019 Support for Moodijt Djenna

Offering support to Moodijt Djenna through the provision of Aboriginal and Torres Strait Islander-specific resources and kits.

2020 Website Acknowledgment

Adding an Acknowledgment of Country to the Injury Matters website.

2020 Collaboration with SWAMS

Working with SWAMS on a grant-funded project to prevent falls, showcasing collaborative health initiatives.



Injury Matters' team with Noel Nannup at the Gravity Discovery Centre



Shaan Brems with the the Connectivity Support Belmont Elders group

2020 Team Building with Dr. Noel Nannup

A team-building event led by Aboriginal Elder Dr. Noel Nannup at the Gravity Discovery Centre emphasised lessons from the bush and storytelling.

2021 Alternative Observance of Australia Day

Providing team members with the option to observe a different day, acknowledging the complex history of Australia Day.

2021 Walk for Reconciliation

Walking alongside SWAMS at the Bunbury Walk for Reconciliation demonstrated community engagement and solidarity.

2022 Aboriginal and Torres Strait Islander Advisory Group

Forming an Aboriginal and Torres Strait Islander Advisory Group and establishing terms of reference to guide our commitment.

2022 Participation in Community Events

Actively participating in community events, including the Bunbury Reconciliation Walk and Waakal Moort Kaadadjiny festival.

2023 Aboriginal Health Conference

Exhibiting and participating in the Aboriginal Health Conference showcased our commitment to Indigenous health and wellbeing.

2023 Innovate Planning Day

Participating in an Innovate Planning Day, facilitated by Acknowledge This!, supported the formulation of our innovative draft.

The story of our reconciliation journey is one of continuous growth, learning, and collaborative action. Injury Matters stands ready to embark on the next chapter of reconciliation.



Injury Matters' team with Acknowledge This!



Twinkle, Ash and Toni at the 2023 Walk for Reconciliation at Kings Park



RELATIONSHIPS



At Injury Matters, we believe that building strong relationships between Aboriginal and Torres Strait Islander peoples and other Australians is fundamental to our mission of creating safer people and places. Our core business activities focus on injury prevention and recovery support, areas where culturally sensitive and inclusive practices are essential.

By connecting people and sharing experiences, we can better understand the unique challenges faced by Aboriginal and Torres Strait Islander communities and develop tailored, effective solutions. This collaborative approach not only enriches our programs but also ensures they are respectful and relevant, ultimately enhancing the health and well-being of all Australians.

We're committed to listening to, engaging and collaborating with Aboriginal and Torres Strait Islander peoples and organisations.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1 Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	August 2025; August 2026	General Manager Injury Prevention and General Manager Recovery Support
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations specifically focusing on Aboriginal and Torres Strait Islander Health Services organisations, ensuring effective communication, cultural sensitivity, and collaboration, while assigning specific responsibilities for ongoing nurturing of these relationships.	July 2025	Chief Executive
	Identify a list of Aboriginal and Torres Strait Islander Health Services organisations that Injury Matter would like to develop or continue developing relationships with.	November 2024	Chief Executive
	Allocate organisations to Business Units to nurture these relationships with the supporting plan.	December 2024	Chief Executive
2 Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	27 May – 3 June 2025; 27 May – 3 June 2026	Administration Officer
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2025; 27 May – 3 June 2026	General Manager People and Systems

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>2 Build relationships through celebrating National Reconciliation Week (NRW).</p>	<p>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</p>	<p>27 May – 3 June 2025; 27 May – 3 June 2026</p>	<p>General Manager People and Systems</p>
	<p>Organise at least one NRW event each year.</p>	<p>May – 3 June 2025; May – 3 June 2026</p>	<p>Business and Systems Coordinator</p>
	<p>Register all our NRW events on Reconciliation Australia's NRW website.</p>	<p>May 2025; May 2026</p>	<p>Administration Officer</p>
<p>3 Promote reconciliation through our sphere of influence.</p>	<p>Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.</p>	<p>January 2025</p>	<p>Chief Executive</p>
	<p>Communicate our commitment to reconciliation publicly.</p>	<p>July 2024</p>	<p>Communications and Marketing Coordinator</p>
	<p>Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.</p>	<p>July 2025; July 2026</p>	<p>Chief Executive</p>
	<p>Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.</p>	<p>August 2024; August 2026</p>	<p>General Manager People and Systems</p>
	<p>Include a dedicated section on the Reconciliation Action Plan in the Injury Matters newsletter. This section will highlight RAP-related milestones, activities, and success stories, keeping stakeholders informed and engaged.</p>	<p>August 2024; August 2026</p>	<p>Communications and Marketing Coordinator</p>
<p>4 Promote positive race relations through anti-discrimination strategies.</p>	<p>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</p>	<p>August 2024; August 2026</p>	<p>General Manager People and Systems</p>
	<p>Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.</p>	<p>July 2025</p>	<p>General Manager People and Systems</p>
	<p>Develop, implement, and communicate an anti-discrimination policy for our organisation based on the consultation feedback received.</p>	<p>December 2025</p>	<p>General Manager People and Systems</p>
	<p>Educate senior leaders on the effects of racism.</p>	<p>December 2025</p>	<p>Chief Executive</p>

RESPECT

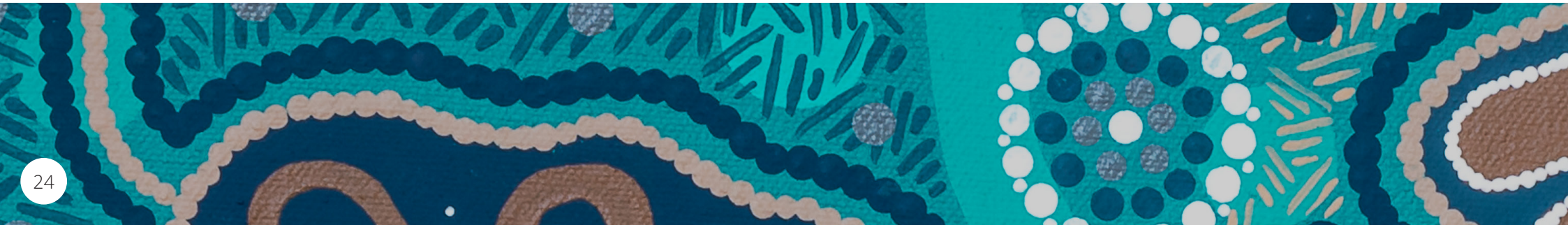


At Injury Matters, respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights is integral to our mission of promoting injury prevention and recovery support. We recognise that the rich cultural heritage and wisdom of Aboriginal and Torres Strait Islander peoples offer invaluable insights into health and well-being.

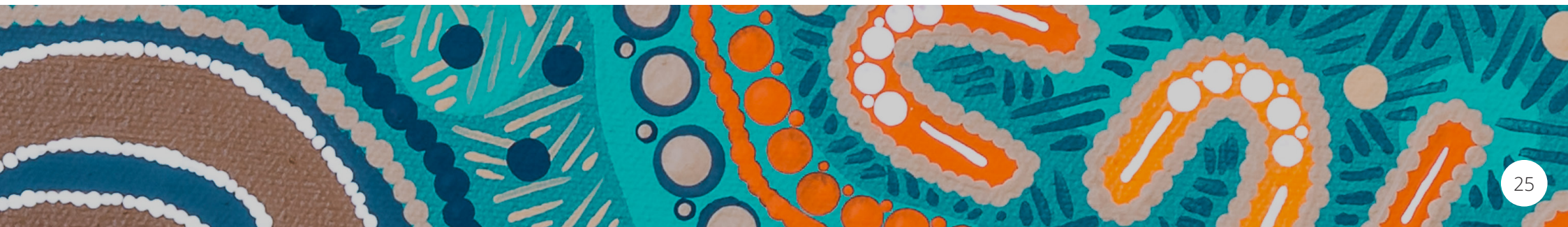
By understanding and appreciating these cultures and histories, we can tailor our programs to be more inclusive, effective, and respectful. We are committed to learning from and acknowledging the contributions of Aboriginal and Torres Strait Islander communities, ensuring that their voices are heard and valued in all aspects of our work.

We're committed to building our understanding, knowledge and appreciation of Aboriginal and Torres Strait Islander cultures and histories.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5 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.	December 2025	General Manager People and Systems
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	February 2026	General Manager People and Systems
	Develop, implement, and communicate a cultural learning strategy document for our staff.	June 2026	General Manager People and Systems
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	June 2026	General Manager People and Systems
	Develop and rollout in consultation with the Injury Matters Aboriginal Advisory group a cultural competency training program for all staff, volunteers and board to increase their understanding of Aboriginal and Torres Strait Islander cultures, histories, and perspectives to be completed during onboarding.	June 2026	General Manager People and Systems



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Foster a culture of respect and cultural awareness within Injury Matters by incorporating an annual cultural immersion workshop as a team-building activity.	August 2025; August 2026	Administration Officer
	Promote cultural awareness and recognition of significant Aboriginal and Torres Strait Islander dates by integrating them into the organisation's Outlook calendars.	December 2024; December 2025	Administration Officer
6 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	August 2025; August 2026	Business and Systems Coordinator
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	July 2025	Business and Systems Coordinator
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	August 2025; August 2026	General Manager People and Systems; General Manager Injury Prevention; General Manager Recovery Support
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	August 2025; August 2026	General Manager People and Systems; General Manager Injury Prevention; General Manager Recovery Support
7 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	July 2025; July 2026	General Manager People and Systems
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2025; June 2026	Business and Systems Coordinator
	Promote and encourage participation in external NAIDOC events to all staff.	July 2025; July 2026	Chief Executive



OPPORTUNITIES



At Injury Matters, creating opportunities for Aboriginal and Torres Strait Islander peoples, organisations, and communities is crucial to our core business activities. We believe in the importance of employment, procurement, professional development, and retention of Aboriginal and Torres Strait Islander staff to build a more inclusive and diverse workforce. By enabling access to our systems and processes, we aim to foster a supportive environment where everyone can thrive. We are dedicated to improving, supporting, and holding space for meaningful Aboriginal and Torres Strait Islander representation in all areas of our work. Additionally, we are committed to developing programs that financially assist Aboriginal and Torres Strait Islander people in entering the health sector.

We're committed to improving, supporting and holding space for meaningful Aboriginal and Torres Strait Islander representation.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>8 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</p>	<p>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</p>	<p>June 2025</p>	<p>Business and Systems Coordinator</p>
	<p>Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.</p>	<p>August 2025</p>	<p>Business and Systems Coordinator</p>
	<p>Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.</p>	<p>December 2025</p>	<p>People and Systems Manager</p>
	<p>Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.</p>	<p>August 2025; August 2026</p>	<p>Business and Systems Coordinator</p>
	<p>Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.</p>	<p>June 2025</p>	<p>Business and Systems Coordinator</p>

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>9 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</p>	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	December 2025	General Manager People and Systems
	Investigate Supply Nation membership.	December 2024	Finance and Business Coordinator
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	December 2024	Administration Officer
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	December 2025	Finance and Business Coordinator
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	August 2025; August 2026	General Manager People and Systems
	Explore opportunities by fostering reciprocal sharing of knowledge, experience, and skills with Aboriginal and Torres Strait Islander Health Services organisations.	January 2026	General Manager Injury Prevention and General Manager Recovery Support
<p>10 Create and implement a program that supports Aboriginal and Torres Strait Islander students in pursuing vocational training</p>	Seek and develop relationships with vocational education institutions that support Aboriginal and Torres Strait Islander peoples.	July 2025	Research and Evaluation Lead
	Define the program's objectives, financial resources available funds for the programs and include in upcoming budgets.	August 2024	General Manager People and Systems



GOVERNANCE

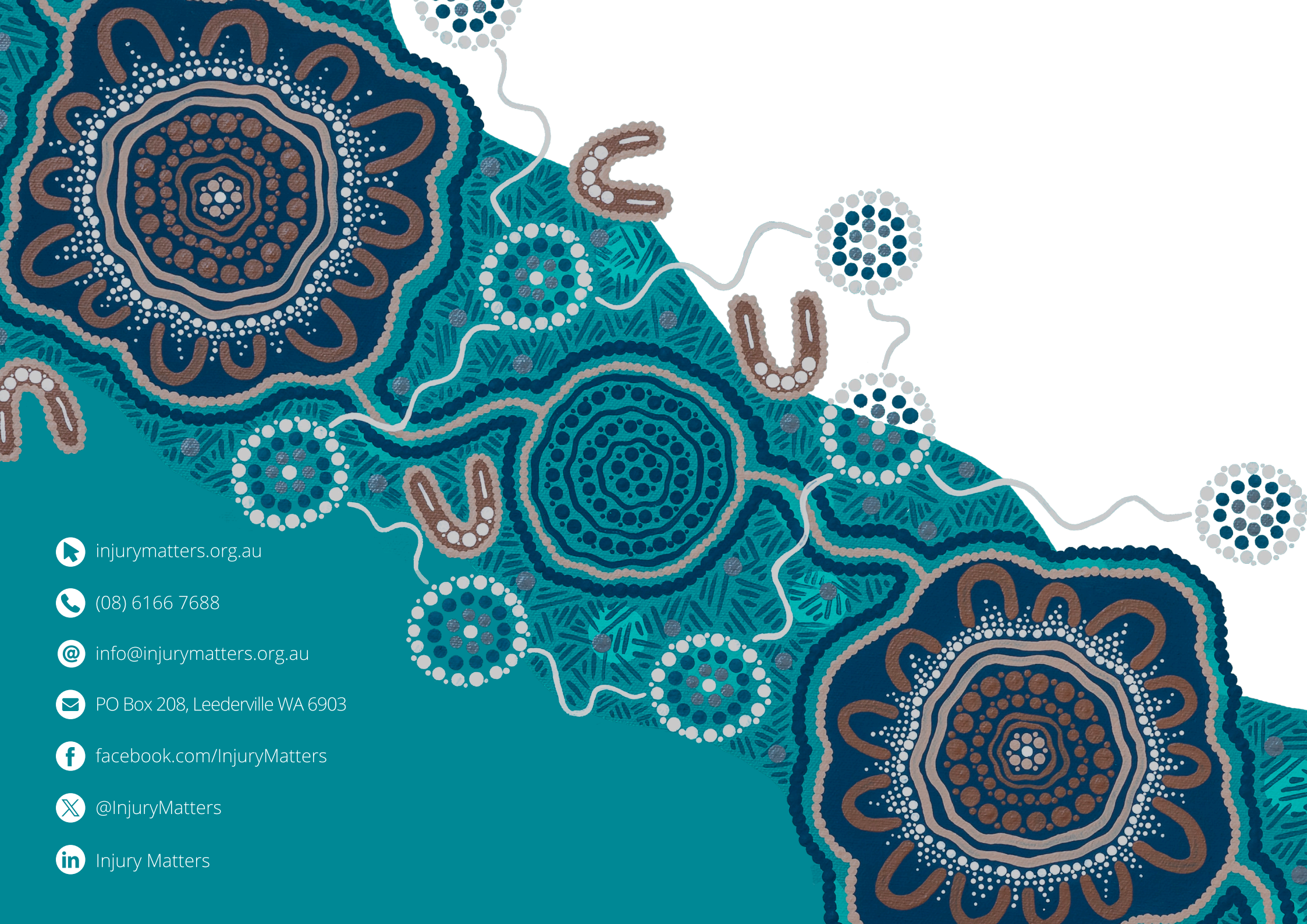


At Injury Matters, we understand that strong governance is key to fostering a culture of inclusivity and respect. By incorporating Aboriginal and Torres Strait Islander perspectives into our decision-making processes, we aim to ensure that our policies and practices reflect the values of reconciliation. This commitment extends to our corporate governance structure, where we strive to have Aboriginal and Torres Strait Islander representation and input.


We're committed to embedding reconciliation into the very structure of our organisation.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11 Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	August 2025; August 2026	General Manager People and Systems
	Establish and apply a Terms of Reference for the RWG.	July 2025	General Manager People and Systems
	Meet at least four times per year to drive and monitor RAP implementation.	March, June, Sept, Dec 2025 and 2026	General Manager People and Systems
12 Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	July 2024	General Manager People and Systems
	Engage our senior leaders and other staff in the delivery of RAP commitments.	August 2025; August 2026	Chief Executive
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	October 2024	General Manager People and Systems
	Appoint and maintain an internal RAP Champion from senior management.	July 2024	Chief Executive
13 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	August 2025; August 2026	Administration Officer
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	August 2025; August 2026	Administration Officer
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2024; September 2025; September 2026	General Manager People and Systems

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>13 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</p>	Report RAP progress to all staff and senior leaders quarterly.	March 2025/26; June 2025/26; September 2025/26; December 2025/26	General Manager People and Systems
	Annually report our achievements, challenges and learnings.	November 2024; November 2025; November 2026	General Manager Injury Prevention and Communications and Marketing Coordinator
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer annually.	February 2026	General Manager People and Systems
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP annually.	August 2026	General Manager People and Systems
	Publish a one-page report detailing the organisation's progress and accomplishments in the Reconciliation Action Plan on a yearly basis. The report should be transparent and provide a comprehensive overview of the achievements.	November 2024; November 2025; November 2026	General Manager People and Systems
<p>14 Continue our reconciliation journey by developing our next RAP.</p>	Register via Reconciliation Australia's website to begin developing our next RAP.	January 2026	General Manager People and Systems
<p>15 Enhance our Policy and Procedure framework to ensure it is flexible, adaptable, and responsive to cultural needs, enabling continuous improvement and refinement of processes.</p>	Conduct a comprehensive review of all current policies and procedures to identify areas needing cultural flexibility and adaptability and draft updates that include provisions for cultural responsiveness and inclusivity.	January 2025	Business and Systems Coordinator
	Engage with key stakeholders, such as the Injury Matters Aboriginal and Torres Strait Islander Advisory Group, to gather feedback on the changes and ensure policies are culturally appropriate and sensitive.	March 2025	General Manager People and Systems
	Develop and implement training programs for all Team Members on the updated policy and procedures, emphasising the importance of flexibility and cultural adaptability.	July 2025	Business and Systems Coordinator



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