



Advanced Personnel Management (APM)  
Health Portfolio

Reconciliation Action Plan  
December 2024 – December 2026

Innovate





## Reconciliation Australia CEO Statement

### Reconciliation Australia commends APM Health Portfolio 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 APM Health Portfolio 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, APM Health Portfolio 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. APM Health Portfolio 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 APM Health Portfolio'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 APM Health Portfolio on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

Cover artwork by  
Stephen Hogarth

The Artwork represents the coming together of people from different communities.

The river represents the flow of life, without water it's hard for life to grow and flourish.

The circles are the communities that people live in and the lines between them are the roads that connect them. This allows the help and assistance of services for better lives across the communities. The support to the people in these communities helps with better health, assistance, and enabling better lives across all the communities.

The dots in the background show the different types of land from trees, grass, dirt, water, and hills.

The Emu tracks represent always moving forward as the Emu cannot walk backwards.



When I was growing up, I never knew I was Aboriginal. My family had some idea but due to the times, it was taboo to say you were Aboriginal. Without going into more details, when I found this out, things seemed clearer to me; this, I can't explain. To get back to why I chose to paint Aboriginal Art, my answer to that is: I really think it chose me, it's something that feels right to me.

I get my inspiration from our country. As a traveller I've seen most of this country, I get inspired by the people and the land that we take for granted. The people I meet are very kind and very eager to know about Aboriginal Culture and my artworks. By talking about my art, I keep the Aboriginal Culture alive and give people an insight about it.

## Our vision for reconciliation

**APM Group's vision for reconciliation is for Aboriginal and Torres Strait Islander peoples to live in this land with respect, equal opportunity and employment. APM will lead as an inclusive and culturally respectful organisation, working with and contributing to positive and lasting changes in the life circumstances of Aboriginal and Torres Strait Islander peoples.**

APM Health Portfolio vision includes the above with the additional vision of Aboriginal and Torres Strait Islander communities having equitable access to high-quality health services which include supporting community-led health initiatives and building strong partnerships with Aboriginal and Torres Strait Islander organisations to ensure this access is viable and that our health professionals are delivering services in a culturally safe way.

## Our business – APM Health Portfolio is part of APM Group (Advanced Personnel Management)

Founded in 1994 in Perth, Western Australia, APM is an international human services provider with the core purpose of "Enabling Better Lives". APM Group will have two RAP's. The Corporate and Employment Services teams are currently drafting their second Stretch RAP, whilst APM Health Portfolio are pleased to present this Innovate RAP. This has occurred as the APM Health Portfolio is growing with new acquisitions who are not as far down the RAP journey as our Corporate and Employment Services teams. This allows the APM Health Portfolio to have strategies to bring new businesses in line with our vision, whilst maintaining the ongoing commitments of our other Health businesses to reconciliation.

Each year, APM Health Portfolio supports more than 350,000 people with injury, illness, disability and/or experiencing disadvantage in all ages and stages of life through its service offerings which include assessments; allied health and psychological intervention; medical, psycho-social and vocational rehabilitation; vocational training and employment assistance; and community-based support services.

APM Health Portfolio operates from over 190 physical locations in Australia and believes that to provide a high-quality consistent service to its clients, it must be physically located and engaged in local communities.

APM's collective mission is to create new opportunities in life for as many people as possible, to help them into meaningful work and to create safe and healthy workplaces where they can prosper and grow.

In Australia, APM Health Portfolio has a workforce of over 3,232 employees from a diverse range of backgrounds, who are trained to work collaboratively with clients and their families in addressing a broad spectrum of social, physical, psychological, geographic, cultural and personal barriers.

APM's team strives to continually support our clients to realise meaningful positive outcomes which in turn helps to contain the social and economic costs of injury, disability and health conditions to the community. Our service reach extends from all capital cities to some of the most remote locations in Australia, including Mt Isa, Roxby Downs, and remote communities. APM Health Portfolio currently employs 2 First Nations people.

APM Health Portfolio is made up of multiple businesses (as per the following) with their own management structure. With corporate support, the brands will share resources for the Health Innovate RAP, however, continue to operate under their existing management structure. Brands will individually complete an implementation plan that will show their resourcing and inputs into the RAP.

## Glossary of Terms and Service descriptions

Throughout the RAP we refer to Health & Wellbeing service programs:

---

### APM Health Portfolio

Therapy, Prevention & Rehab Services: Delivery of government, insurance and corporate health programs focused on prevention, management and rehabilitation.

Mental Health & Wellbeing: Delivery of Employee Assistance Programs, government and corporate health programs that focus on mental and psychosocial health.

Training: We work with clients to build their capabilities and team capacity through a range of learning mediums, including face-to-face, digital, micro-learning and virtual.

MyIntegra: MyIntegra provides Plan Management and Support Coordination to NDIS participants to assist with making the NDIS journey a lot easier and accessible.

---

### RAP Working Group

Representatives from each of the businesses working under the APM Group portfolio, collaborating to create ideas, share success stories and implement initiatives consistently across all APM Group.

---

### Health RAP Working Group

Representatives from each of our Health businesses will meet to collaborate on ideas and share success stories. These ideas will then be taken to the RAP Working Group as well as the APM First Nations Strategy Steering Group.

---

### APM First Nations Community

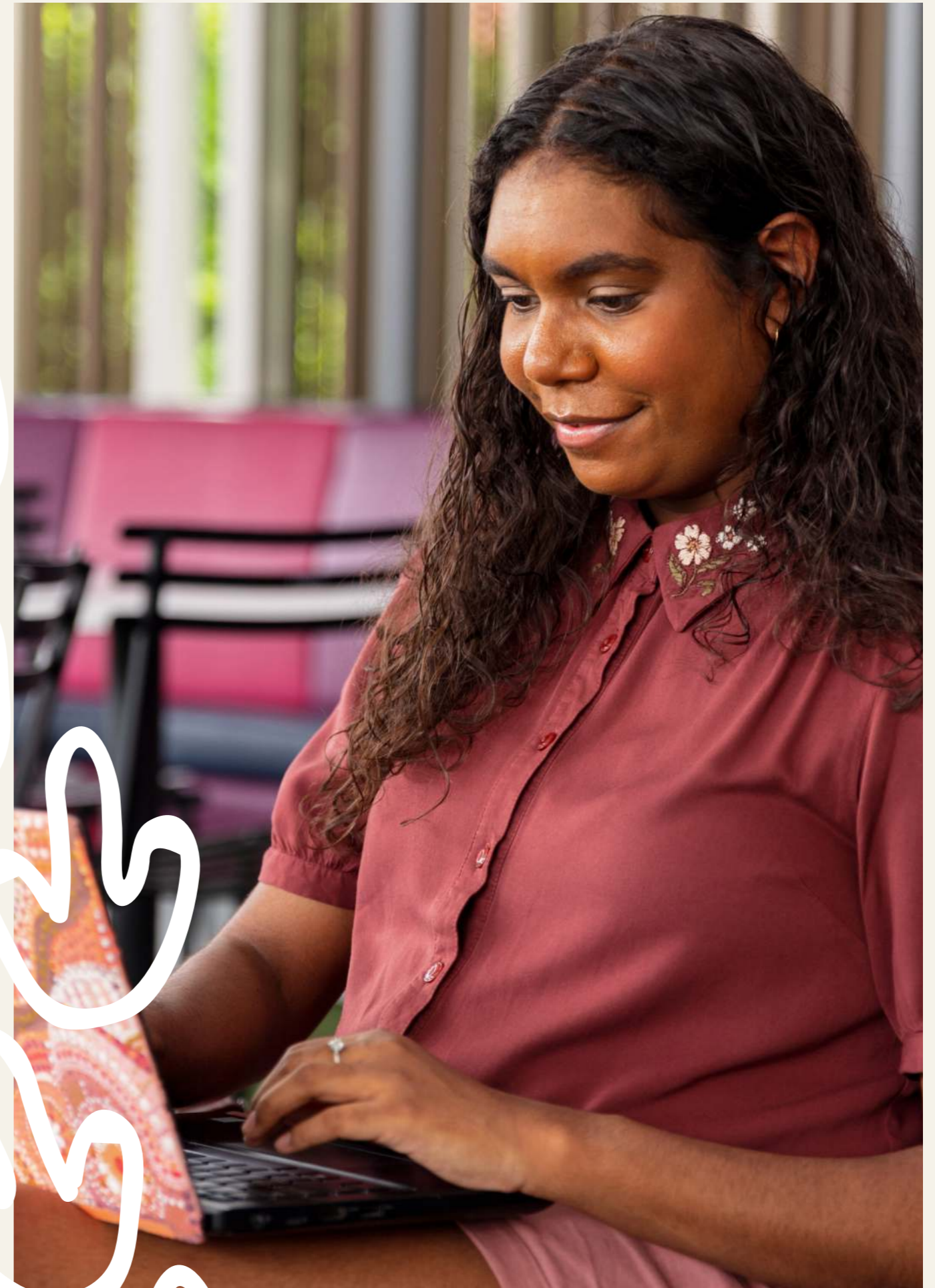
The purpose of the community is to strengthen the participation of our First Nations APMers. This is a group of APM staff, across Australia, who identify as First Nations peoples. They meet regularly to review and advise on cultural perspectives, support and assist driving messaging, share initiatives with community, and feedback to the steering group from community. Internal cultural advisors for the RWG.

---

### APM First Nations Strategy Steering Group

Health Representative will sit on the APM First Nations Strategy Steering Group to assist with providing feedback from APM Health RAP Working Group and sharing initiatives from APM Group to APM Health Portfolio teams.

---



## Our RAP

Up until now, APM Health businesses have participated in the APM Group RAP. However, over the last couple of years, APM Health Portfolio has grown with new business acquisitions. After a review of these new businesses, we feel that the APM Health Portfolio are better placed to remain with an Innovate RAP to bring these new businesses in line with our existing businesses in relation to reconciliation and did not want to impact on the broader APM Group to push for a Stretch RAP. This will also allow the APM Health Portfolio to have specific strategies in relation to health. Therefore, there will be two RAP's across APM Group.

The APM Health Portfolio RAP will have its own specific Health RAP Working Group. The Chair of the Health RAP Working Group will sit on the APM Group's RAP Working Group as well as the APM First Nations Strategy Steering Group. By having our own Health RAP Working Group, we can focus on the specific strategies that are within the Health Innovate RAP. Having the Health Innovate RAP Chair sitting on the APM Group's RAP Working Group and APM First Nations Steering Group allows for ideas and initiatives to be shared across the APM Group.

APM Health Portfolio RAP aims to provide the structure to achieve our objectives;

- Create a work environment which is welcoming, respectful and a great place to be for First Nations people
- Deliver client services demonstrating understanding and respectful of culture
- Celebrate and maximise the strengths of cultures of First Nations team members
- Increase representation of First Nations people within all our teams
- Integrate and align our new Health Businesses into the APM Health Portfolio RAP.

**Michael Anghie (APM Group CEO) is committed to reconciliation and is our RAP champion (both APM Group and APM Health Portfolio RAP's).**

**The Health Innovate RAP will be led by our Chair:**

- Ashlyn Dyer (National Operational Excellence Manager – Health), and representatives from each Health business including;
  - MyIntegra: Sam Berry – Business Excellence Manager
  - Konekt: Juleen Shields - National Services Manager
  - Early Start Australia (ESA) / First Nations Representative: Ryley Park – Speech Pathologist
  - Assure & Human Psychology: Leah Percival - Business Performance Manager
  - Biosymm & Ergoworks: Daniel Edwards – Head of Quality and Improvement
  - MCI: Trini Tew – National Delivery Manager
  - Communicorp/FBG: Isabella Thurecht – Senior Consultant
  - APM WorkCare: Aaron Beck – Branch Manager
  - Generation Health (including Acumen Health, Interact Injury Management): Lisa Ploughman – Team Manager
  - LifeCare: Jarrad Kennington – Practice Principal
  - Everyday Independence: Melissa Copplestone – Learning and Development Consultant
  - Springday, Mobility, Integration & Optimisation: Catriona Ferguson - Program Manager - M&A Integrations

APM's Health RWG works closely with the First Nations Employee Community to ensure a strong voice and guidance from the First Nations people while minimising the cultural burden.

## APM Group's Reconciliation Journey

APM Group has completed four RAPs since 2011. APM Health Portfolio has only participated in part of this journey, however, has the benefit of sharing in the achievements of previous RAPs including:

- Established cultural learning policy and strategy
- E-learning module tailored to APM Group as foundation cultural learning
- APM Group virtual cultural learning workshops arranged at state level
- Cultural Protocols and Practises Policy and Guide
- First Nations Employment Strategy
- First Nations Procurement Strategy for increased procurement from First Nations owned organisations, resulting in Kulbardi becoming APMs national stationery supplier.

### APM Health Portfolio Key Challenges:

- Creating customised learning opportunities across the large volume of staff.
- Implementing RAP strategies across the businesses when some areas are new to APM and have not had the depth of reconciliation journey as other parts of the business.

### APM Health Portfolio Key Learnings:

- Engaging Footprints, an Aboriginal organisation, to review our recruitment and retention processes and strategies with a First Nations' lens, helped us to develop a new structure of creating new, identified roles within our Talent Acquisition team to support all candidates for APM jobs who identify on application as First Nations people and continue to be a support as required during employment.
- First Nations Network re-established, led by our Talent Acquisition First Nations Engagement Leads, with time allocated for this and other engagement projects.
- Reviewed and recreated our Cultural Learning, acknowledging that one module is insufficient, APM's new Cultural Learning Program starts with Part 1: Introduction to Cultural Learning (e-module), Part 2: State based virtual training with local presenters delivered via Teams for interactive learning, Part 3 (ongoing): True local engagement.

Following reflection and discussion with Reconciliation Australia and other key stakeholders, APM has developed this Innovate RAP for APM Health Portfolio as a period to focus on integrating our reconciliation strategies across all areas of business and creating a model which will enable any future new businesses joining APM to seamlessly adjust and incorporate APM Group learnings and culturally appropriate and culturally rich processes into their standard practise. APM Group does have existing policies relating to the previous RAP's. These policies will be reviewed and new policies developed if it is deemed that this is required for the APM Health Portfolio.

# Relationships



Building strong relationships between Aboriginal and Torres Strait Islander peoples and the APM Health Portfolio is essential because it will assist our APM Health Portfolio to support Aboriginal and Torres Strait Islander peoples, through our Health offerings, in the best way possible to ensure cultural sensitivity and great health outcomes. By partnering with Aboriginal and Torres Strait Islander organisations, we can ensure that we are delivering services at the right places at the right times, improving outcomes.

## Focus area: Build lasting community connections

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.	Representatives from our Health Brands to meet with local First Nations stakeholders and organisations to develop guiding principles for future engagement.	July 2025	Lead: General Manager Support: Regional Managers
	Review the APM Group First Nations Engagement Plan, tailor to APM Health Portfolio and implement to work with Aboriginal and Torres Strait Islander stakeholders.	February 2025	Lead: General Manager Support: Regional Managers
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025 and 2026	Lead: Communications Advisor Support: Regional Managers
	Health RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2025 and 2026	Health RAP Chair
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2025 and 2026	Health RAP Chair
	Show our commitment to NRW by supporting offices to host NRW events each year. Provide all offices with on-line resources and other materials to prepare for and facilitate events and organise at least one NRW event each year. For those brands that are not office based, assist by providing an online session to commemorate NRW.	27 May - 3 June 2025 and 2026	Lead: Communications Advisor Support: Health RAP Chair
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2025 and 2026	Health RAP Chair

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	March: 2025, 2026	Lead: Health RAP Chair Support: General Manager
	Communicate our commitment to reconciliation publicly on all websites within APM Group.	March: 2025, 2026	Communications Advisor
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	February 2025	Lead: General Manager Support: Service Delivery Managers
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	March 2025	Lead: General Manager Support: Service Delivery Managers
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	February 2025	Lead: HR Manager Support: P&C Team
	Update, implement, and communicate an anti-discrimination policy for our organisation.	June 2025	Lead: HR Manager Support: P&C Team
	Engage with APM First Nations Community and/or First Nations advisors to consult on our anti-discrimination policy.	June 2025	Lead: HR Manager Support: P&C Team
	Educate senior leaders on the effects of racism.	June 2025	Lead: HR Manager Support: P&C Team



# Respect



APM Health Portfolio has respect for Aboriginal and Torres Strait Islander peoples, cultures, histories, knowledge and rights. We ensure that cultural heritage is preserved and honoured in our health practices. We recognise and respect diverse cultures and histories which enhances our ability to provide culturally competent care, tailored to the unique needs of Aboriginal and Torres Strait Islander communities. APM Health Portfolio strives for continuous learning experiences about Aboriginal and Torres Strait Islander cultures and perspectives which improve our ability to offer relevant and respectful health services. Respecting cultural values leads to more successful health outcomes by ensuring that programs and services are accepted and supported by the communities they aim to serve. Incorporating these principles into APM Health Portfolio's core activities helps to ensure that health services are equitable, effective, and respectful, ultimately leading to better outcomes and stronger community relationships.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our Health businesses.	March 2025	Learning and Development Manager
	Consult local Traditional Custodians and/or First Nations advisors to inform our cultural learning strategy.	August 2025	Health RAP Chair
	Review, update, implement, and communicate APM's First Nations Cultural Learning Strategy for all our staff across APM Health Portfolio.	September 2025	Health RAP Chair
	Provide opportunities for Health RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	November 2025, October 2026	TA First Nations Engagement Lead
	Capture and share good news stories to showcase positive role models and outcomes achieved by First Nations participants/clients and team members.	October 2025, 2026	Health RAP Chair
6. Demonstrate respect to First Nations 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.	October 2025	General Manager
	Review, update, implement and communicate APM's First Nations Cultural Protocol Policy and Procedures, including protocols for Welcome to Country and Acknowledgement of Country.	December 2024	HR Manager
	Invite a local Traditional Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	November 2025 and 2026	Health RAP Chair
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	October 2025	General Manager

Action	Deliverable	Timeline	Responsibility
7. Create a welcoming environment for First Nations staff, clients and community in our offices.	Local managers connect with local Elders to identify/confirm the name of the Traditional Custodians and appropriate way to greet people, e.g. obtaining permission to use local languages where appropriate.	December 2025	Lead: General Manager Support: Regional Managers
	Local managers contact Health RAP co-ordinator to order customised Acknowledgement of Country plaque.	November 2025	Health RAP Chair
8. Create a New Acquisitions First Nations Strategy Integration Plan. APM Health Portfolio will require a different strategy to APM Group due to the different businesses APM Health Portfolio acquires.	Consult with APM First Nations Community and Health RWG to ensure the needs of First Nations staff, new to APM Group through new acquisitions, are being met.	July 2025	Health RAP Chair
	Review integration of recent acquisitions to ensure the integration process encompasses all stages required for a smooth transition to APM Group's (or if deemed, APM Health Portfolio's) First Nations strategies, policies and plans.	February 2025	Program Manager – M&A Integrations
	Create and implement an APM Group New Acquisitions First Nations Strategy Integration Plan	July 2025	Program Manager – M&A Integrations
9. Build respect for First Nations cultures and histories by celebrating NAIDOC Week.	Health RAP Working Group to participate in an external NAIDOC Week event.	First week in July: 2025, 2026	Health RAP Chair
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	October 2025	Lead: HR Manager Support: P&C Team
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July: 2025, 2026	Lead: General Manager Support: Regional Managers and Health RAP Chair

# Opportunities



Opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities are vital for APM Health Portfolio because they:

1. Ensure a diverse workforce that reflects and understands the communities served, improving service delivery and trust.
2. Enhances skills and career growth for our staff, leading to more effective and culturally competent health services.
3. Creates a supportive and inclusive work environment, reducing turnover and maintaining valuable expertise.
4. Ensures equitable participation in health programs and services, leading to better outcomes and community engagement.

These opportunities help APM Health Portfolio deliver more responsive and effective care, fostering long-term positive impacts within Aboriginal and Torres Strait Islander communities.

Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing First Nations recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	September 2025	Head of TA
	Engage with APM's First Nations Community to consult on our recruitment, retention and professional development strategy.	October: 2025, 2026	Lead: HR Manager Support: Head of TA, General Manager
	Review APM's First Nations Employment Strategy, adapt to recruitment challenges experienced in Health businesses and implement across the businesses.	November 2025	Head of TA
	Tailor advertising strategies and job vacancies to effectively reach First Nations stakeholders.	October: 2025, 2026	Head of TA
	Review HR and recruitment procedures and policies to remove barriers to First Nations participation in our workplace.	October 2025	Lead: HR Manager Support: Head of TA
	Review HR and recruitment procedures to focus on core skills required and review options for modifying roles to match existing skills of good First Nations candidates.	October 2026	Lead Head of TA Support: HR Manager
	Increase career exposure to First Nations high school students	October 2025, 2026.	Konekt RAP Representative.

Action	Deliverable	Timeline	Responsibility
11. Increase First Nations supplier diversity to support improved economic and social outcomes.	Review, update (tailored to APM Health Portfolio) and implement APM's First Nations Procurement Strategy.	October 2025	Health RAP Chair
	Investigate Supply Nation membership.	November 2025	Health RAP Chair
	Tailor APM's database of First Nations owned organisations and promote opportunities for procurement of goods and services to all Health businesses staff.	October 2025	Health RAP Chair
	Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	November 2025	Health RAP Chair
	Review integration procedures for new APM acquisitions, including transferring preferred supplier arrangements to APM's existing First Nations suppliers including Kulbaradi for all stationery needs.	November 2025	Program Manager - M&A Integrations
	In program design, aim for inclusion of First Nations suppliers as a priority.	April 2026	General Manager
Develop commercial relationships with First Nations owned businesses.	February 2026	General Manager	



Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Establish and apply a Terms of Reference for the Health RWG.	February 2025	Health RAP Chair
	Meet at least four times per year to drive and monitor RAP implementation.	Dec 2024, March, June, September, December 2025, March, June, September 2026.	Health RAP Chair
13. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	July 2025	Health RAP Chair
	Engage our senior leaders and other staff in the delivery of RAP commitments.	July, October: 2025, 2026	Lead: General Manager Support: Regional Managers
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	July 2025, 2026	Health RAP Chair
	Appoint and maintain an internal RAP Champion from senior management.	July 2025	Group CEO
	Monitor and report on compliance of cultural awareness training	December: 2025, 2026	Health RAP Chair

Action	Deliverable	Timeline	Responsibility
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Health RAP Chair
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Health RAP Chair
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Health RAP Chair
	Each Health RWG Member report progress quarterly to Health RWG regarding initiatives that they are driving within their businesses.	Dec 2024, March, June, September, December 2025, March, June, September 2026.	
	Report RAP progress to all staff and senior leaders quarterly.	March, June, September, December 2025, March, June, September, December 2026.	Health RAP Chair
	Publicly report our RAP achievements, challenges and learnings, annually.	December: 2025, 2026	Health RAP Chair
15. Continue our reconciliation journey by developing our next RAP.	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026	Health RAP Chair
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	December 2026	Health RAP Chair
	Register via Reconciliation Australia's website to begin developing our next RAP.	June 2026	Health RAP Chair





## Contact

**Ashlyn Dyer**

National Operations  
Excellence Manager - Health

1800 276 276

[ashlyn.dyer@apm.net.au](mailto:ashlyn.dyer@apm.net.au)

[apm.net.au](http://apm.net.au)