

# INNOVATE

## Reconciliation Action Plan (RAP) template

### Innovate RAP:

An Innovate RAP has a 2-year duration, which commences when the RAP is formally endorsed by Reconciliation Australia.

### Template layout:

This RAP template sets out your organisation's commitment to reconciliation under the headings of relationships, respect and opportunities.

**Action column:** Broad action that includes the objective your organisation will focus on achieving. Try to use plain language and avoid organisation specific jargon or acronyms.

**Deliverable column:** Deliverables should be activities/initiatives that will achieve the objective in the action column. Deliverables should be written as a prospective activity.

**Responsibility column:** Responsibility of commitments within the RAP should be distributed across the organisation, to promote shared ownership of the RAP. Ensure the responsibility is all relevant areas of your organisation have actions specific to their knowledge area. Responsibilities should be allocated to specific employees, to increase accountability.

**Timeline column:** Specific dates should be allocated to each deliverable throughout the RAP life. Please use a month(s)/year(s) format (e.g. July 2017). If the action is ongoing, include the date that you will review the action for effectiveness or when you expect to have achieved milestones.

### Minimum requirements:

The actions included in this template, as well as those deliverables listed under 'required', are minimum elements and must be included in your RAP in order for it to be endorsed by Reconciliation Australia. Organisations are encouraged to include additional actions/deliverables relevant to your core business and sphere of influence.

### RAP review process:

**Please ensure that first draft is submitted to Reconciliation Australia for review, at least 4 months prior to the expected endorsement date.**

Once you have completed your first draft RAP, please submit it for review to Reconciliation Australia in Microsoft Word format. You can submit the first draft by completing the form on our [RAP Online Hub](#) or submit directly to your RAP Officer. The RAP Officer will then work in partnership with you to develop and review the RAP in readiness for formal endorsement by Reconciliation Australia.

The review process involves about **four to five** rounds of feedback from Reconciliation Australia before a RAP is ready for endorsement. The RAP review process can take three to six months, from when we receive your first draft. Although these timeframes may vary.

### Formal endorsement by Reconciliation Australia:

There are two stages of RAP endorsement.

**1. Conditional Endorsement**

When the RAP has been finalised and is ready for endorsement, it will be sent to the RAP Manager at Reconciliation Australia for approval. Once the content has been approved, the RAP will be conditionally endorsed.

**2. Final Endorsement**

When the RAP is ready to be published (internally or externally), the RAP is to be submitted to Reconciliation Australia for a final review before it can be published. The RAP will be reviewed to ensure the document contains the endorsed content and the RAP logo is displayed correctly.

Once the RAP has been formally endorsed by Reconciliation Australia, the content should not be altered throughout the duration of the RAP, unless approved by Reconciliation Australia.

**Important NOTE:**

*The RAP program is a unique and highly valued service of Reconciliation Australia. Reconciliation Australia has worked extensively with its partners to develop and build the RAP program. To maintain the integrity of our programs, the Reconciliation Australia logo is Trade Marked through IP Australia. We are proud to share our Trade Marked logo with organisations that have worked with us to develop a RAP that meets our requirements and quality assurance processes. Organisations that choose not to be a part of the RAP program should not use the words 'Reconciliation Action Plan', 'RAP', or the Reconciliation Australia Logo on websites or documents, as to publicly 'pass off' as being part of the program.*

**Wentworth Healthcare Limited**  
**Innovate Reconciliation Action Plan [May, 2018] – [June, 2020]**

**Our vision for reconciliation**

*That Aboriginal<sup>1</sup> community needs, interests and priorities are embedded in our everyday business and culture.*

**Our Organisation**

**Wentworth Healthcare Limited** is a not for profit organisation dedicated to improving health for our local community. As the provider of the Nepean Blue Mountains Primary Health Network we cover four Local Government Areas:

Blue Mountains Local Government Area

Hawkesbury Local Government Area

Lithgow Local Government Area

Penrith Local Government Area

**Our vision** is improved health for the people in our community.

To achieve this we work with healthcare professionals, consumers, and other stakeholders to identify solutions and commission local health services to ensure that consumers including populations of greatest need receive the right care in the right place at the right time.

**Our purpose is to:**

- Empower general practice and other healthcare professionals
- To deliver high quality, accessible and integrated primary healthcare
- That meets the needs of our community

**Our Strategic Objectives for 2016-2019 are:**

1. Increased capacity and influence of Primary Care
2. A culture of quality improvement and outcome focus established
3. Coordinated services within and across sectors
4. Consumers engaged in all we do and a demonstrated focus on communities with greatest need
5. Excellence in governance, systems and staff
6. Growth in organisational sustainability and impact

The Nepean Blue Mountains Region:

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<sup>1</sup> Throughout this document, the word 'Aboriginal' is respectfully used to refer to all Aboriginal and/or Torres Strait Islander people.



The Nepean Blue Mountains region is located approximately 50km west of Sydney. Wentworth Healthcare Limited operates in the traditional Aboriginal nations of Darug, Gundungurra and Wiradjuri.

The Aboriginal and Torres Strait Islander population in the Nepean Blue Mountains Region is 13,164 people:

➤ Blue Mountains LGA	1,821 people	2.4% of the population
➤ Hawkesbury LGA	2,395 people	3.7% of the population
➤ Lithgow LGA	1,208 people	5.7% of the population
➤ Penrith LGA	7,740 people	3.9% of the population

Source: 2016 Census Data

**Our People** Wentworth Healthcare Limited employs over 70 staff from diverse backgrounds including multicultural; multi-disciplined professionals who facilitate and deliver high quality primary health services to the region. We currently have one staff member who is Aboriginal and Torres Strait Islander and is employed in an identified position as Aboriginal Liaison Officer. Our Board is a skills based board consisting of 9 members who are responsible for the governance of our organisation.

The organisation has a significant role in the commissioning of community based programs to meet community needs. Within this portfolio comes the commissioning of various Aboriginal programs, which includes Aboriginal employment targets and governance/decision making requirements.

Our work is informed through robust structures that include the following:

- General Practice Advisory Committee
- Allied Health Advisory Committee
- Community Advisory Committee
- Clinical Council
- General Practice Leaders
- Hawkesbury Health Consumer Working Group
- Lithgow Health Consumer Working Group
- Penrith Health Consumer Working Group
- Blue Mountains Aboriginal Health Coalition
- Joint PHN and LHD AOD and Mental Health Aboriginal Advisory Committee

### **Our Values**

The values that underpin the way in which we work include:

- Respect
- Ethical practice
- Quality
- Collaboration
- Continuous improvement

## **Our RAP**

Our Reconciliation Action Plan is championed by the Wentworth Healthcare Limited Reconciliation Action Plan Working Group with leadership and commitment from the CEO Lizz Reay and the Wentworth Healthcare Limited Board. The Reconciliation Action Plan Working Group consists of a membership representing all streams of the organisation providing diverse and whole of organisation approach to reconciliation.

Reconciliation Action Plan Working Group Members:

Lizz Reay – Chief Executive Officer

Kate Tye – Senior Manager Populations in Focus

Mitchell Beggs-Mowczan – Aboriginal Liaison Officer

Amanda Adefuin – Finance Support Officer

Andrew Jerovich – Data Officer

David Crispe – Project Development Officer Populations in Focus

Elisabeth Wilkinson – Mental Health Program Officer

Georgina McHugh – Practice Support Officer

Kerrie Roche – Program Support Officer-Stakeholder Engagement

Lisa Brooks – Practice Support Officer – My Health Record

Maha Sedhom – Program Development Officer – Integration and Partnerships

Melissa Stortenbeker – Practice Support- Training and Development

Nick Rosser – Health Pathways Manager

Paul Campbell – Senior Program Development Officer – After Hours and Digital Health

The Nepean Blue Mountains Joint PHN and LHD AOD and Mental Health Aboriginal Advisory Committee and the Blue Mountains Aboriginal Health Coalition meets on a regular basis to inform and share knowledge to improve the health and wellbeing of Aboriginal people in the Nepean Blue Mountains region. These groups provide the opportunity to identify needs and determine effective strategies collaboratively with multiple stakeholders to address these needs and provide initiatives to meet the needs of Aboriginal and Torres Strait Islander peoples in the region.

Wentworth Healthcare Limited is currently forming an Aboriginal Advisory Council which will provide advice and governance on the RAP; inform Aboriginal initiatives across the region; provide cultural guidance and ensure representation and consultation from Aboriginal community members across the region. This council is due to commence in early 2018.

### **Our Partnerships**

Wentworth Healthcare Limited develop, promote and maintain collaborations and partnerships to improve outcomes for Aboriginal people. Our role as planner, commissioner and facilitator requires us to identify potential partners who can together, respond to the needs and aspirations of our community. The organisation is also committed to adding value to, rather than duplicating, existing programs and community initiatives. Our key partnerships are developed with:

- Local Health District/s- we work closely in partnership with government funded health services to plan and develop health programs to meet community needs. We collaboratively run health promotion initiatives and planning activities in partnership with acute and community health programs, as an example, we co-facilitate the North St Mary's Village Café, targeting older Aboriginal people to improve health literacy and access to services in the community. This is a partnership with the Local Health District, Penrith City Council and local community services providers;
- Primary Care Providers- we work in close partnership with General Practitioners and Primary Care providers to improve practice with Aboriginal communities. This includes facilitation of professional development activities, advocacy and monitoring of Aboriginal client registration and health screening, and cultural immersion opportunities;
- Aboriginal Medical Services- we work collaboratively with AMS to ensure a mix of culturally responsive health services are made available to the community, and supplement the services offered by the AMS;
- Aboriginal Corporations- we work in partnership with local Aboriginal Corporations to fund community priority programs, and support capacity building and governance initiatives. There are two Aboriginal Corporations in our Region- Aboriginal Culture and Resource Centre (ACRC) and Merana Aboriginal Corporation. We work closely with both on a range of initiatives, including as an example, funding the 'Young and Deadly' Program with ACRC, a program incorporating culture and health promotion strategies to reduce substance misuse and improve mental health;
- Aboriginal Groups and collaboratives- we support, attend and contribute to community based initiatives such as 'The Shed' Aboriginal Men's Group, 'Mad Mob' Windsor Group, 'Panthers on the Prowl' Young Men's Group, and initiatives of the Sydney Regional Aboriginal Corporation;
- Local Councils- we work closely with the local Councils in our region to plan and deliver health related initiatives to meet the needs and priorities of local Aboriginal residents. This has included formalised memorandum's of understanding; shared health planning activities and initiatives and partnerships in the delivery of community programs and large events, such as the NAIDOC Jamison Park event, in collaboration with various other partners;
- Non-Government Organisations- Wentworth Healthcare Limited commission various NGOs to undertake a range of programs and services on behalf of the PHN. Examples include the Aboriginal Integrated Team Care Program (chronic illness), the NAIDOC Cup community event, various training and development initiatives, Alcohol and other Drugs Programs, Youth Programs and health promotion initiatives; and,

- Registered Training Organisations and Education Institutions- we work in partnership to plan, develop, fund and implement professional and community training programs to build community capacity. Examples include the delivery of 'Deadly Thinking' train-the-trainer program with Rural and Remote Mental Health, partnerships in tertiary education with Poche Centre (Mental Health Certificate IV).

### **Case Studies of Partnerships in the Region:**

#### **NAIDOC Cup**

NAIDOC Cup is a collaborative event between NCNS and the Wentworth Healthcare Limited. The event has been running for over 6 years and is a Sports Gala day including Oztag, Netball and Traditional Indigenous games to celebrate NAIDOC and increase exposure to Aboriginal culture. Since its inception the event has grown from 3 schools with 120 kids to 22 schools and over 1000 local primary school children. The day has a significant cultural immersion focus for primary school children in the Penrith Region.

#### **Aboriginal Men's Group in Penrith**

The Nepean local Aboriginal men's group is a joint partnership between NCNS and the Wentworth Healthcare Limited. The group formed about 1.5 years ago and is a great way for Aboriginal men to meet other Aboriginal men and to have a yarn and a feed. The aim of the group is to create connections between Aboriginal men in Western Sydney and to improve health outcomes for Aboriginal men.

#### **Mad Mob in Hawkesbury**

The Mad Mob was formed from a falls prevention group called 'Stepping On'. The group consists of older local Aboriginal community members in the Hawkesbury and meets every Friday in Windsor. The group participates in a range of activities including Aboriginal artwork; and working with young people in the region. Previously some members of the Closing the Gap team from Wentworth Healthcare Limited worked collaboratively with the Mad Mob to produce Aboriginal artwork which is currently displayed in St John of God Hospital.

#### **Suicide prevention Lithgow**

In response to community concern about a rise in the suicide rate in Lithgow, staff from Wentworth Healthcare Limited supported a local Mental Health Summit in November 2016. Lithgow City Council have formed a Taskforce to address issues identified; such as challenges for local people in accessing mental health services.

The Taskforce works as a collaborative of local stakeholders to address the needs of all local community members, including Aboriginal people. The LHD's Aboriginal Liaison Officer is actively engaged in the Taskforce to help facilitate this work. Members provide feedback on draft strategic plans, and support community engagement events, such as the 'Out of the Shadows and Into the Light' community walks.

<b>Relationships</b>			
<i>Developing relationships is central to planning, developing and implementing initiatives that meet community needs and preferences. We are committed to working collaboratively with our partners on shared outcomes to meet the needs of the Aboriginal community/s.</i>			
<b>Focus area:</b> <i>This focus area specifically links to the following strategies in our Strategic Plan, in addition to the organisation's broader values of Respect, Ethical Practice, Quality, Collaboration and Continuous Improvement:</i>			
<i>Initiative 1.3: Identify, build and strengthen partnerships with key stakeholders and influencers in the health and non-health sectors.</i>			
<i>Initiative 4.1: Establish safe and appropriate mechanisms to enhance consumer and community participation and influence in the work of our organisation, local primary healthcare services and the patient healthcare journey.</i>			
<i>Initiative 5.1: Embed corporate and clinical governance systems that reflect best practice.</i>			
<i>Initiative 6.2: Foster innovation.</i>			
<b>Action</b>	<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting	RWG oversees the development, endorsement and launch of the RAP.	June 2018- May 2020	RAP WG
	Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG.	July 2018	Senior Manager PIF
	Hold bi-monthly meetings to monitor and report on RAP implementation.	June 2018- May 2020	Chair RAP WG
	Review Terms of Reference for the RWG.	July 2019	RAP WG
	Establish RAP sub-committees to progress key areas of the RAP and report back to the RAP WG. <sup>2</sup>	June 2018- May 2020	Chair RAP WG
	Invite local Aboriginal and Torres Strait Islander people to contribute to RAP activities, knowledge sharing and RAP action review and development. <sup>3</sup>	June 2018- May 2020 July 2019	ALO

<sup>2</sup> This may include, for example, sub-committees leading HR, purchasing or commissioning activities, for example.

<sup>3</sup> Decision to be made as to whether this happens as members of the RAP WG or periodic attendees (presenters) or whether once or twice a year RAP review is an open to external stakeholders.

	Establish an external Aboriginal and Torres Strait Islander Advisory Group to provide cultural advice and guidance to broader organisational projects. <sup>4</sup>		Senior Manager PIF
Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians	Organise at least one internal event for NRW each year, and invite Aboriginal and Torres Strait Islander community members and stakeholders.	Annually NRW	ALO
	Register all NRW events via Reconciliation Australia's NRW website.	Annually NRW	ALO
	Identify external NRW community events where our organisation can provide support, event promotion and/or attendance.	Annually NRW	ALO
	Formally support at least two events across the PHN region.	Annually NRW	Senior Manager PIF
	Ensure our RAP Working Group participates in an external NRW event to recognise and celebrate NRW.	Annually NRW	Chair RAP WG
	Encourage and enable all staff to recognise and participate in reconciliation events and activities during NRW.	Annually NRW	CEO
	Develop a NRW media release communication, including information about reconciliation, and links to NRW resources for internal and external stakeholders. <sup>5</sup>	Annually NRW	Senior Manager PIF
	Display RA resources around our office during NRW.	Annually NRW	ALO
Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	Develop a partnership and relationship map of existing and potential Aboriginal and Torres Strait Islander stakeholders. <sup>6</sup>	August 2018	ALO
	Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders. Seek	February 2019	Senior Manager PIF

<sup>4</sup> Decision as to whether this is the role of the RAP, or whether this establishment is a governance function more broadly that is just referred to in the RAP (ie will the group already be established by the time this plan is submitted? In which case we refer to their role in the RAP review only.

<sup>5</sup> The example in the template was to print and circulate RA resources to staff... Thought this would be more effective and less tokenistic?

<sup>6</sup> Need to get this 'map' reflective of all workstreams' activities and relationships.

	<p>feedback and input from the organisation's Aboriginal and Torres Strait Islander Advisory and through existing networks and collaboratives across the region.<sup>7</sup></p> <p>Develop internal partnership and engagement protocols in partnership with community stakeholders (which may be whole of PHN region, or planning area specific). Document in internal Policy and Procedure, and ensure orientation with all staff.<sup>8</sup></p> <p>Invite/facilitate in-service/presentation opportunities between our organisation and local Aboriginal and Torres Strait Islander organisations and programs.</p> <p>Develop a specific Aboriginal and Torres Strait Islander needs assessment as an addition to the PHN requirement. This will incorporate social and emotional wellbeing needs and priorities in consultation with community.<sup>9</sup></p> <p>Develop an Aboriginal Program Commissioning Policy and Procedure, identifying culturally appropriate commissioning and reporting strategies.<sup>10</sup></p>	<p>February 2019</p> <p>June 2018- May 2020</p> <p>September 2018</p> <p>November 2018</p>	<p>Senior Manager PIF</p> <p>ALO</p> <p>Senior Manager PIF</p> <p>Commissioning and Procurement Manager</p>
<p>Raise internal and external awareness of our RAP to promote reconciliation across our business and sector</p>	<p>Develop and implement a strategy to communicate our RAP to all internal and external stakeholders.</p> <p>Promote reconciliation through ongoing active engagement with all stakeholders.</p>	<p>July 2018</p> <p>June 2018- May 2020</p>	<p>Communications Manager</p> <p>RAP WG</p>

<sup>7</sup> Anticipating this would be through existing groups, for example the Coalition, worker's circles etc.

<sup>8</sup> This is the regional profile/consultation protocols etc previously discussed. Actually quite a substantial project in ensuring adequate consultation and involvement with stakeholders.

<sup>9</sup> Thought this could be a valuable and somewhat innovative addition. Many of the social and emotional wellbeing factors/outcomes for Aboriginal people are not adequately reflected in broader needs analysis. Additionally, the process could allow for more culturally relevant and qualitative contributions as an adjunct to, and foundation for, broader planning initiatives.

<sup>10</sup> I thought this could be valuable and unique to the PHN role. It could include things like commitment to Aboriginal membership on panels, consideration of culturally preferable processes, capacity building support/commitment, alternative reporting strategies etc.

	<p>Provide access to the RAP, as well as regular activity updates on our website, with a real time feedback mechanism.<sup>11</sup></p> <p>Ensure a dedicated Aboriginal and Torres Strait Islander section in the organisation's Annual Report, which includes information about the RAP and associated achievements.</p>	<p>June 2018- May 2020</p> <p>September 2018, 2019</p>	<p>Communications Manager</p> <p>Chair RAP WG</p>
<p>Establish a regional capacity building project that links community needs and interests with sector experts to build Aboriginal and Torres Strait Islander capacity for self-determination.<sup>12</sup></p>	<p>Identify Aboriginal and Torres Strait Islander organisations and cooperatives interested in participating in the capacity building project.</p> <p>Define community priorities and needs, and document in a capacity-building project plan.</p> <p>Identify sector experts able and interested in participating in the capacity building project.</p> <p>Identify workshop/events/mentoring plans to link sector experts with Aboriginal stakeholders.</p>	<p>June 2019</p> <p>June 2019</p> <p>June 2019</p> <p>September 2019</p>	<p>Senior Manager PIF</p> <p>Senior Manager PIF</p> <p>Senior Manager PIF</p> <p>Senior Manager PIF</p>

<sup>11</sup> This is really just an opportunity for stakeholders to view the RAP, and provide feedback through your website, at any time. We had discussed at one point during the ITC consultations (with Sam) an opportunity for a 'have a yarn' link (email direct to ALO) that allows people to provide feedback etc at any time. The 'have a yarn' link could be utilised for all Aboriginal feedback/activities in addition to other consultation/engagement strategies.

<sup>12</sup> This is our broader capacity building project...

<b>Respect</b>			
<p><i>Respect is a fundamental requirement for reconciliation. Finding ways to embed Aboriginal needs, priorities and respect for local cultural approaches to our work, and the work of our partners, will enable true exchange of culture and values.</i></p>			
<p><b>Focus area:</b> <i>This focus area specifically links to the following strategies in our Strategic Plan, in addition to the organisation's broader values of Respect, Ethical Practice, Quality, Collaboration and Continuous Improvement:</i></p> <p><i>Initiative 1.3: Identify, build and strengthen partnerships with key stakeholders and influencers in the health and non-health sectors.</i></p> <p><i>Initiative 3.2: Design solutions/collaborate with others to improve access to appropriate healthcare.</i></p> <p><i>Initiative 4.1: Establish safe and appropriate mechanisms to enhance consumer and community participation and influence in the work of our organisation, local primary healthcare services and the patient healthcare journey.</i></p> <p><i>Initiative 4.2: Target commissioning activity to improve health equity and address prioritised local health needs.</i></p> <p><i>Initiative 5.4: Recruit and support a skilled, valued and culturally safe workforce.</i></p>			
<b>Action</b>	<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements	Develop, document and implement an Aboriginal and Torres Strait Islander cultural awareness training strategy for all of our staff which defines cultural learning needs of employees, and provided in a range of formats (including face-to-face, online and place-based cultural immersion).	June 2019	Senior Manager Business Improvement
	Engage local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to review/revise cultural awareness training (map involvement against the training strategy).	August 2018	Senior Manager PIF
	Ensure a cultural education/immersion opportunity is afforded to RWG members at every RAP meeting.	June 2018- May 2020	Chair RAP WG
	Establish a compulsory cultural education module within the organisation's Orientation Procedure for new employees.	August 2018	Senior Manager Business Improvement
	Undertake annual cultural immersion training/activities for Senior Managers, Executive and the Board, as a foundation for planning and governance activities.	July 2018, 2019	CEO CEO

	<p>Afford all staff with cultural advisory and cultural supervision as needed.<sup>13</sup></p> <p>Identify opportunities for staff to experience and learn about Aboriginal and Torres Strait Islander culture, outside of the office environment.</p> <p>Engage and remunerate cultural leaders and educators within the community to provide cultural immersion opportunities within the local community.</p> <p>Facilitate all RWG members to undertake the <i>Aboriginal Cultural Competence Training</i> delivered through the Centre for Cultural Competence Australia and accredited through TAFE.</p> <p>Create a calendar of significant dates for Aboriginal and Torres Strait Islander communities, and identify educational/information/participatory activities/opportunities to learn about Aboriginal and Torres Strait Islander history and culture.<sup>14</sup></p>	<p>June 2018- May 2020</p> <p>June 2018- May 2020</p> <p>June 2018- May 2020</p> <p>August 2018</p> <p>January 2019, 2020</p>	<p>ALO</p> <p>ALO</p> <p>Senior Management Business Improvement</p> <p>ALO</p>
<p>Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning</p>	<p>Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country.</p> <p>Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.</p> <p>Invite a Traditional Owner to provide a Welcome to Country at significant events, including our [name an event].<sup>15</sup></p>	<p>July 2018</p> <p>July 2018</p> <p>June 2018- May 2020</p>	<p>ALO</p> <p>ALO</p> <p>ALO</p>

<sup>13</sup> This would include both internal (and where necessary and appropriate) external advisory services to assist in planning, staff management, governance, and project design and implementation initiatives.

<sup>14</sup> 13/2 Anniversary of Apology, 16/3 National CTG day, 26/5 National Sorry Day, 27/5 Anniversary of Referendum, 27/5, 27/5-3/6 Reconciliation week, 3/6 Mabo day, 1/7-7/7 NAIDOC, 4/8 National Aboriginal and TSI Children's Day, 9/8 International day of the World's Indigenous Peoples... Not suggesting all of these dates have to be commemorated- would be an activity to identify with community which days should be recognised and/or identify any other significant local dates for inclusion. This could also include activities such as the development of the Aboriginal calendar with seasonal info, bush tucker/medicines etc.

<sup>15</sup> Seems random but the template requires applicant to name one event where a Welcome will take place.

	<p>Include an Acknowledgement of Country at the commencement of all important internal and external meetings.</p> <p>Encourage staff (and provide scripted examples) to include an Acknowledgement of Country at the commencement of all meetings.</p> <p>Display an Acknowledgement plaque in our main meeting space/s.</p> <p>Develop an Acknowledgement of Country email signature for use on organisational emails.</p>	<p>June 2018- May 2020</p> <p>June 2018- May 2020</p> <p>September 2018</p> <p>July 2018</p>	<p>All staff</p> <p>ALO</p> <p>CEO</p> <p>ALO</p>
Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC Week	<p>Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.</p> <p>Develop HR Policies that provide all Aboriginal staff with leave entitlement to attend a NAIDOC event for their own personal cultural wellbeing.<sup>16</sup></p> <p>Identify, in advance, local NAIDOC events across the PHN region, and ensure staff representation.</p> <p>Define in policy, opportunity for all staff to attend a NAIDOC event in the PHN region.<sup>17</sup></p> <p>Identify and participate in at least one key community event where the organisation can provide formal support (e.g. financial, promotional, and/or staff participation).</p>	<p>June 2019</p> <p>June 2019</p> <p>February 2019, 2020</p> <p>June 2019</p> <p>February 2019, 2020</p>	<p>Senior Manager Business Improvement</p> <p>Senior Manager Business Improvement</p> <p>ALO</p> <p>Senior Manager Business Improvement</p> <p>Senior Manager PIF</p>
Implement a Reconciliation Champion and Reward Program	<p>Create a Reconciliation category within the PHN STAR Award Program.</p> <p>Develop the criteria for nomination through the RWG.</p>	<p>June 2018</p>	<p>Senior Manager BI</p>

<sup>16</sup> So this would be giving Aboriginal staff opportunity to attend a NAIDOC event of their choice, which may not be in the PHN region- i.e. in their own community.

<sup>17</sup> This is for discussion. It is good policy, to ensure no restrictions, and make it possible for people to attend NAIDOC events. Obviously this needs to be considered in line with coverage requirements etc.

Culturally safe and respectful environments	Ensure Aboriginal and Torres Strait Islander flags are displayed in the reception area.	June 2018	Operations Manager
	Explore opportunities for engaging and commissioning local artists for the development of artwork for the RAP.	June 2018- May 2020	All Senior Managers/ Executive
	Display Aboriginal artwork within the office.	June 2018	CEO
	Identify the opportunity to use local language for room and project naming in consultation with, and with the permission of Aboriginal Traditional Owners.	September 2018	ALO
	Explore opportunities to set cultural competence targets (i.e. requirements for completion of cultural competency courses) for all new Aboriginal program commissioning and new Projects.	November 2019	Commissioning and Procurement Manager
	Develop and document organisational policies and protocols that relate to Aboriginal Intellectual Property, and have endorsed by an Aboriginal Intellectual Property lawyer.	November 2018	Senior Manager PIF

<b>Opportunities</b>			
<i>We are committed to innovate, co-create and explore opportunities to improve Aboriginal health and wellbeing outcomes.</i>			
<b>Focus area:</b> <i>This focus area specifically links to the following strategies in our Strategic Plan, in addition to the organisation's broader values of Respect, Ethical Practice, Quality, Collaboration and Continuous Improvement:</i>			
<i>Initiative 1.4: Support the development of a skilled and sustainable local primary healthcare workforce.</i>			
<i>Initiative 2.2: Support primary health care providers to implement models of care that reflect best practice.</i>			
<i>Initiative 3.2: Design solutions/collaborate with others to improve access to appropriate healthcare.</i>			
<i>Initiative 4.1: Establish safe and appropriate mechanisms to enhance consumer and community participation and influence in the work of our organisation, local primary healthcare services and the patient healthcare journey.</i>			
<i>Initiative 6.2: Foster innovation.</i>			
<b>Action</b>	<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace	Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development.	September 2018	Senior Manager BI
	Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention strategy.	June 2019	Senior Manager BI
	Advertise all vacancies in Aboriginal and Torres Strait Islander media.	June 2018- May 2020	Senior Manager BI
	Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.	June 2019	Senior Manager BI
	Review examples of best practice in Aboriginal recruitment and retention within our PHN network, and seek advice from Aboriginal consultants in workforce development, recruitment and retention. <sup>18</sup>	September 2018 November 2018	Senior Manager BI

<sup>18</sup> This is another 'optional' in the template. Obviously I have added the PHN bit, as I am sure other PHNs will have done work in this area as well.

	<p>Advertise, identify and recruit a new Board Director with skills and expertise in cultural diversity.</p> <p>Review policy and procedures to ensure Aboriginal and/or Torres Strait Islander representation on all interview panels for Aboriginal positions and programs.</p> <p>Include in all job advertisements, 'Aboriginal and Torres Strait Islander people are encouraged to apply'.<sup>19</sup></p> <p>Explore opportunities for Aboriginal and Torres Strait Islander trainee or internships. Appoint at least 1 Aboriginal trainee/intern.<sup>20</sup></p> <p>Establish an Aboriginal employment target.</p> <p>Identify opportunities to offer student placements and work experience for Aboriginal students.</p>	<p>June 2019</p> <p>June 2018</p> <p>February 2019</p> <p>December 2019</p> <p>June 2018</p>	<p>CEO</p> <p>Senior Manager BI</p> <p>Senior Manager BI</p> <p>Senior Manager PIF</p> <p>Senior Manager BI</p> <p>Senior Manager PIF</p>
<p>Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation</p>	<p>Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses.</p> <p>Investigate Supply Nation membership.<sup>21</sup></p> <p>Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.</p> <p>Identify existing procurement practices and contracts, and identify opportunities to diversify contracts to include Indigenous businesses.</p>	<p>June 2019</p> <p>September 2018</p> <p>June 2019</p> <p>June 2019</p> <p>June 2019</p>	<p>CFO</p> <p>CFO</p> <p>CFO</p> <p>CFO</p> <p>CFO</p>

<sup>19</sup> This is identified in the Innovate Template as an optional. It is probably good practice, but optional. For discussion.

<sup>20</sup> This is optional and a specific target is not necessary, however in the next 3 years, I think a minimum of 1 is achievable?

<sup>21</sup> Your membership fee would be \$1000. It would give you access to all the Aboriginal business suppliers, and tools to identify ways to diversify procurement

	<p>Develop at least two commercial relationships with an Aboriginal and/or Torres Strait Islander owned business.<sup>22</sup></p> <p>Develop and pilot an Aboriginal and Torres Strait Islander procurement strategy.</p>	October 2019	CFO
Develop Aboriginal commissioning processes to maximise/enable funding of Aboriginal services	<p>Establish an Aboriginal programs network to support providers of Aboriginal services funded by the PHN.</p> <p>Develop capacity-building programs to specifically support Aboriginal service providers, prospective Aboriginal organisations and other Aboriginal groups to apply for Aboriginal program funding.</p> <p>Review existing commissioning policies and procedures to enable Aboriginal commissioning that reflects Aboriginal values and outcomes.</p> <p>Hold 3 pro-bono professional development workshops for Aboriginal businesses/service providers to maximise capacity for funding and Aboriginal service delivery.</p> <p>Develop innovative reporting processes to support Aboriginal providers to demonstrate outcome and 'success' in culturally relevant forms.</p>	<p>October 2018</p> <p>June 2018</p> <p>June 2018</p> <p>July 2019</p> <p>June 2018</p>	<p>Senior Manager AOD and MH</p> <p>Senior Manager PIF</p> <p>Senior Manager AOD and MH</p> <p>Senior Manager PIF</p> <p>Senior Manager AOD and MH</p>
Extend cultural awareness initiatives to organisation members and stakeholders	<p>Develop a cultural awareness program, designed and implemented by Aboriginal people, for Primary Care providers.</p> <p>Develop Aboriginal specific health literacy and information resources to improve cultural safety when accessing GPs.</p> <p>Hold 2 Aboriginal-specific CPD cultural awareness events for medical specialists.</p>	<p>June 2018</p> <p>June 2018</p> <p>June 2019</p>	<p>ALO</p> <p>ALO</p> <p>ALO</p>

### Governance, tracking progress and reporting

<sup>22</sup> The requirement is 1, but you will have done that with my contract, so I have made it 2...

Action	Deliverable	Timeline	Responsibility
Report RAP achievements, challenges and learnings to Reconciliation Australia	<p>Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.</p> <p>Investigate participating in the RAP Barometer.</p>	<p>30 September 2018, 2019, 2020</p> <p>September 2019</p>	<p>Senior Manager PIF</p> <p>Senior Manager PIF</p>
Report RAP achievements, challenges and learnings internally and externally	<p>Develop a Communications Plan specific to RAP reporting internally and externally.</p> <p>Publicly report our RAP achievements, challenges and learnings.</p> <p>Report RAP outcomes and progress at each staff meeting (standing Agenda item) and each Board of Directors meeting (standing Agenda item).</p>	<p>July 2018</p> <p>September and February 2018-2020</p> <p>Monthly</p>	<p>Chair RAP WG</p> <p>Senior Manager PIF</p> <p>Senior Manager PIF/ CEO</p>
Review, refresh and update RAP	<p>Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.</p> <p>Send draft RAP to Reconciliation Australia for review and feedback.</p> <p>Submit draft RAP to Reconciliation Australia for formal endorsement.</p>	<p>December 2019</p> <p>December 2019</p> <p>March 2020</p>	<p>Senior Manager PIF</p> <p>Senior Manager PIF</p> <p>Senior Manager PIF</p>
Develop a community assessment process to gain feedback from Aboriginal community	<p>Develop an online scoring tool for community members to assess our progress against set initiatives</p> <p>Coordinate local community feedback forums to present organisational progress against RAP initiatives.</p> <p>Develop specific feedback mechanisms to enable community members with lower literacy levels to have their say.</p>	<p>October 2019</p> <p>September – November 2019</p> <p>August 2019</p>	<p>Senior Manager PIF</p> <p>ALO</p> <p>Senior Manager PIF</p>

**Contact details** *Include contact details (job title, phone and email) for public enquiries about your RAP*

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