

**CENTRAL AND EASTERN SYDNEY PHN**

# **INNOVATE RECONCILIATION ACTION PLAN**

**AUG 2023 – SEP 2025**

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**Artwork title: Supporting our Mob in health**

The circles represent each health program within the primary health network.

The footprints represent each individual community member's journey to holistic health and well-being.

The lines show the relationship between community and the primary health network that, through open communication and mutual respect, empowers individuals and increases healthcare.

The circles represent the collaborative support network that is formed through meaningful connections between communities and the primary health network.

***Amy Lea Hill-Trindall***

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An Australian Government Initiative



Karen Mundine - Reconciliation Australia's CEO

## RECONCILIATION AUSTRALIA CEO STATEMENT

# KAREN MUNDINE

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**Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.**

**W**ith over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Central and Eastern Sydney Primary Health Network (CESPHN) continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that CESPHN will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to CESPHN using the lens of reconciliation to better understand its

core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for CESPHN to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, CESPHN will ensure shared and cooperative success in the long-term.

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

**Congratulations Central and Eastern Sydney Primary Health Network on your third Innovate RAP and I look forward to following your ongoing reconciliation journey.**

*Karen Mundine*  
**Chief Executive Officer  
Reconciliation Australia**

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## CENTRAL AND EASTERN SYDNEY PHN ACKNOWLEDGES

the Aboriginal and Torres Strait Islander peoples of this nation. We acknowledge the Traditional Custodians and Sovereign People of the land across which we work. We recognise their continuing connection to land, water and community and we pay respect to Elders past, present and emerging.



Aboriginal Flag and Opera House



Babana Day 2023 at Cockatoo Island

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Nathalie Hansen, Chief Executive Officer,  
Central and Eastern Sydney PHN

## FOREWORD FROM CEO AND...

**T**his is our third Reconciliation Action Plan and our commitment to reconciliation as an organisation continues to strengthen. Central and Eastern Sydney PHN's vision is better health and wellbeing for the people living and working in this region. We aim to improve and better integrate primary health care into the broader health system, and in doing this we listen to, and learn from Aboriginal and Torres Strait Islander peoples both within our organisation and in the broader community. Aboriginal and Torres Strait Islander peoples know best what is required to address their needs, and reinforce a holistic, person-centred care approach.

Our third Innovate Reconciliation Action Plan builds on the activities that we started in 2018. We will continue to develop business and volunteering relationships with Aboriginal and Torres Strait Islander organisations, we will continue to broaden the relationships with Aboriginal and Torres Strait Islander peoples living and working in our region, and we will seek to increase the number of Aboriginal and Torres Strait Islander people employed within the organisation and within the services we commission.

I thank the members of our internal RAP working group for their work in developing this plan and their commitment to reconciliation. As Executive Champion for the RAP I have seen first-hand how hard this group works to ensure reconciliation is at the heart of all our work. I also very much value the support of our Aboriginal Health and Wellbeing Advisory Group who are a constant source of inspiration, providing advice on how to do things better and keeping us accountable to the actions outlined in this plan.

**I look forward to working with you to achieve the actions outlined in this plan as we continue our journey to reconciliation.**

Nathalie Hansen  
Chief Executive Officer,  
Central and Eastern Sydney PHN

## CHAIR OF THE BOARD

**R**econciliation is a priority for the board, and we are committed to strengthening our own knowledge of, and relationships with Aboriginal and Torres Strait Islander peoples in the region. This year the board appointed Sharlene Mackenzie OAM, proud Wiradjuri woman and former chair of our Community Council as a director. We have very much valued the perspective she brings to the board. Both our Clinical and Community Councils include members who identify as Aboriginal and/or Torres Strait Islander people and we are fortunate to have a highly engaged Aboriginal Advisory Committee.

In 2022 the board held the first of what we hope will be many joint workshops with the Aboriginal Health and Wellbeing Advisory Committee. We discussed some of the issues facing Aboriginal and Torres Strait Islander peoples in the region and what could be done to address these and agreed to meet together at least annually.

Since launching our second Reconciliation Action Plan in February 2021 we have remained committed to achieving our RAP objectives.

### Some highlights include:

- appointing an Aboriginal board director,
- strengthening of the relationship between the board and the Aboriginal Advisory Committee,
- regular volunteering by staff at events held by Aboriginal organisations,
- review and promotion of our Aboriginal and Torres Strait Islander engagement guidelines,
- roll out of new cultural awareness training program for all staff,
- manager training to consider cultural differences in managing and supporting Aboriginal and Torres Strait Islander staff,
- continuation of the Aboriginal and/or Torres Strait Islander workers circle to encourage networking and support between Aboriginal and Torres Strait Islander self-identified staff employed in the services we commission.

**It is with great pride, and pleasure, that I commend this plan to you.**

Dr. Michael Wright  
Chair, Central and Eastern Sydney PHN



Dr. Michael Wright,  
Chair of CESPHN Board



## ABOUT THE ARTIST

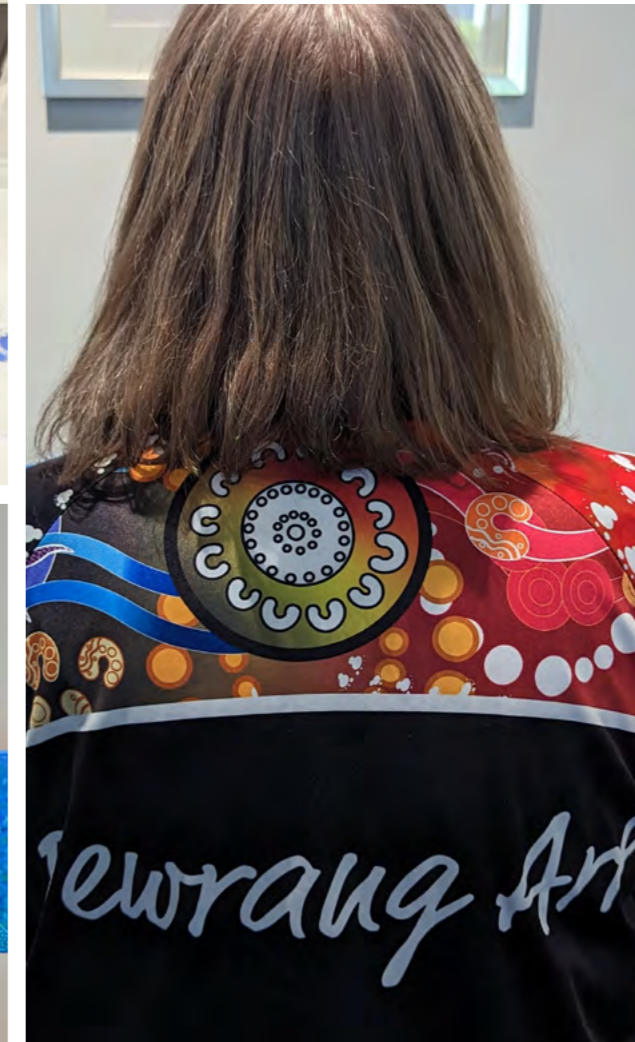
# AMY LEA HILL-TRINDALL

Dewrang is a Dharawal word meaning "High or Lofty". It means home and symbolizes connectedness.

**A**my is a contemporary Indigenous Artist from the Kamilaroi Mob. She is a recognised local Aboriginal artist within the Sutherland Shire, and a previous board member of the Kurranulla Aboriginal Corporation. "I have gained a great deal of knowledge by listening to my Elders and have been learning & practicing Aboriginal art for many years."

"All my life I have lived along the Georges and Woronora Rivers on Dharawal Country and looking down to the river from my 'high and lofty' home is where I find my inspiration."

Local Aboriginal artist, Amy Lea Hill-Trindall, and her art in the background.



Collection of photos taken during Amy Lea Hill-Trindall Aboriginal Art Workshop in May 2023

# OUR VISION FOR RECONCILIATION

The future that we envisage is one where Aboriginal and Torres Strait Islander peoples enjoy the same high level of physical, social and emotional wellbeing as other Australians.

**T**o make this vision a reality we will continue to actively listen to and learn from the experiences of Aboriginal and Torres Strait Islander peoples and Elders and to share our experiences and learnings amongst all our staff.

We are committed to supporting Aboriginal and Torres Strait Islander peoples within our organisation and in the broader community to come up with their own solutions to their primary health care needs and require the same within our commissioned service providers and will strongly promote this in the primary health care system more generally.

Central and Eastern Sydney PHN respects and values the ongoing participation of and partnerships with Aboriginal and Torres Strait Islander peoples as we work to improve and transform primary health care in our region to enable better health and wellbeing for all.

*Walk on Country 2023  
(gift presentation of clap sticks to CESP HN)*



We are committed to contributing to an equitable and inclusive community that values and supports social, economic and cultural wellbeing, demonstrated by:

**1.** Equity in health, social and emotional wellbeing of Aboriginal and Torres Strait Islander peoples.

**2.** An organisational commitment to inclusion of Aboriginal and Torres Strait Islander peoples in CESP HN policy, planning and decision making at all levels.

**3.** Equitable delivery of primary health services that are culturally appropriate and culturally safe.

**4.** Seeking shared learning experiences with the aim of achieving meaningful and genuine connections with Aboriginal and Torres Strait Islander communities.



*Walk on Country 2023  
(gift presentation of clap sticks)*

# BUSINESS

**Our organisation aims to improve how the health system works in our region of 1.6 million people.**

**P**rimary health networks have three major roles: service improvement, system integration and commissioning of services to address gaps. Primary health care services are based in the community, are broad-ranging and include health promotion, prevention and screening, early intervention and treatment.

One of the seven key priorities of primary health networks is to undertake targeted work in Aboriginal and Torres Strait Islander health. This involves detailed consultation with local Aboriginal and Torres Strait Islander communities as well as primary health care professionals. Our other six key priorities for targeted work are alcohol and other drugs, mental health, population health, health workforce, digital health and aged care. Through consultation with communities and relevant stakeholders, Central and Eastern Sydney PHN aims to improve the experience of consumers and carers through better integration, coordination and by



Welcome to Country at Gunnamatta NAIDOC Event 2023

encouraging a person-led approach.

We provide programs and services that support general practice and allied health services, including practice support, quality improvement and continuing professional development. This includes training and development to improve the capacity of mainstream primary care services to deliver culturally sensitive services. We also fund a range of programs focused on delivering integrated care with our local health districts and specialty health networks including Aboriginal health, antenatal shared care, aged care, cancer care, digital health, HealthPathways, immunisation, mental health and sexual health.

Central and Eastern Sydney PHN commission organisations to deliver a range of health services. Commissioning is a continual and repeating cycle involving the development and implementation of services based on planning, procurement, monitoring and evaluation. The success of this process is based on consultation with local



Kurrnulla NAIDOC

Aboriginal and Torres Strait Islander communities. CESP HN currently directly commissions 5 Aboriginal and Torres Strait Islander community-controlled organisations.

The commissioning process allows us to fund person centred services that have been developed alongside local health providers and community members. This begins with a needs assessment that identifies the health and service needs of the community and is used to help us prioritise our activities.

Following a comprehensive and iterative health-needs assessment, a detailed activity planning process occurs to identify and plan services that will most effectively benefit the community. This process involves codesign which engages with local organisations and those who will be using the health service and involving them in the decision-making process. It is a way of working that focusses on listening and understanding the experience and skills of those who use, provide or are potential service users to inform and shape health service improvement.

We monitor the effectiveness of all the services that we fund. Our Evaluation Framework provides a structured plan for the review of all programs and activities with a focus

Well Women's Workshop 2023



on identifying the outcomes and impacts of programs.

The Central and Eastern Sydney PHN region stretches from Sutherland and Canterbury in the south to Bondi in the east and Strathfield in the west and includes Lord Howe Island.

Our organisation employs 108 staff equivalent to 94 FTE. The organisation currently employs one staff member who self-identifies as Aboriginal and one external Aboriginal advisor. In addition, we fund 13 Aboriginal self-identified positions among services we commission that work closely with the Aboriginal and Torres Strait Islander communities we serve.

Our established Aboriginal Health and Wellbeing Advisory Committee consists of 12 Aboriginal members of community and local organisations and provides CESP HN with expert advice, guidance and input into our

programs and services design and evaluations which include the development, review, implementation and evaluation of our RAP targets. We report to this group on a quarterly basis for information and guidance.

Our Community Council – a key group that provides strategic advice to the Board has one member who identifies as Aboriginal. One member of our Clinical Council identifies as Aboriginal. We provide progress reports on the RAP to the Community Council on a quarterly basis.

We have implemented policies and procedures to further our goals of increasing the number of Aboriginal and Torres Strait Islander persons employed at our organisation. This is fully documented in the HR Aboriginal Recruitment and Retention Policy. This policy is strictly adhered to in all recruitment activity undertaken by the organisation.

# OUR RAP

The CESPHN board endorsed the development of a RAP in October 2016 following a recommendation of our Community Council who identified this as a key priority for the organisation.

**W**e developed the first Innovate RAP 2018-2020 to signify our organisation's commitment to working in partnership with Aboriginal and Torres Strait Islander peoples to address inequalities, especially in health. An internal working party was established, and an external Aboriginal Advisory was formed with Aboriginal and Torres Strait Islander community members as representatives along side representatives from a number of key organisations in the CESPHN region. The RAP outlines how CESPHN intends to contribute to reducing the gap in outcomes between Aboriginal and Torres Strait Islander peoples and non-Aboriginal Australians through the implementation of long-term, sustainable activities. Our intention is to continue to build on the foundational work of our previous RAPs. We strive to progress reconciliation both within CESPHN and furthermore, with our stakeholders, clients and the broader communities we serve. We aim to lead by example continuing to develop and expand on our trust based and respectful relationships with Aboriginal and Torres Strait Islander peoples. By continuing to provide and promote regular scheduling of cultural learning, implementation of

appropriate engagement strategies and to progress our intent to increase and improve opportunities for employment and procurement.

Whilst CESPHN had already undertaken a significant amount of work with Aboriginal and Torres Strait Islander peoples in our region, our first Innovate RAP formalised these activities and extended the connections we have with Aboriginal and Torres Strait Islander communities and organisations across all aspects of our work.

A RAP Working Group was first established in March 2017 that included representation from all areas of the organisation and that was supported by an external consultancy Aboriginal Advisor, Sharlene McKenzie.

**The continuing executive champion of the RAP is the Chief Executive Officer, Nathalie Hansen.**

The internal working group continues to meet on a monthly basis and includes a minimum of two people from across the various business streams in our organisation currently with one self-identified Aboriginal representative and an Aboriginal consultant (intermittently, as required), as of November 2022, the membership comprised:



**Brett Hugo**  
Aboriginal Health and Wellbeing Programs Officer



**Nathalie Hansen**  
Chief Executive Officer



**Lisa Merrison**  
Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention Programs Manager



**Rachel Kurniawan**  
Mental Health Program Officer-Mental Health Intake Team Leader



**Hannah Fraser**  
HR Support Officer



**Michaela Fenech**  
Practice Support and Development Program Officer



**Phoebe Molesworth**  
Marketing and Communications Officer



**Clare Woods**  
Intellectual Disability Educator and Service Navigator



**Riva Sekhon**  
Mental Health Team Lead



**Peter Manchester**  
General Manager Corporate Services



**Sain Chami**  
CESPHN Service Navigator



**Lidia Konik**  
CPD Program Officer



# OUR ABORIGINAL ADVISORY COMMITTEE

Our Aboriginal Health and Wellbeing Advisory Committee has been involved with the development of our RAP from the outset and consists of the following members:

**A**unty Barbara Keeley Simms, Aunty Yvonne Simms, William (Bill) Ramage, Robin Duffy, Shaylee Matthews, Levii Griffiths, Ricky Lyons and Dr Jenny Lonergan.

They meet quarterly, with a standard agenda item to monitor the RAP implementation. They were integral in contributing and advising on the development of the 2023-2025 Innovate RAP.



**Aunty Barbara Keeley Simms**



**Aunty Yvonne Simms**



**William (Bill) Ramage**



**Robin Duffy**



**Shaylee Matthews**



**Levii Griffiths**



**Ricky Lyons**



**Dr Jenny Lonergan**

# J(OUR)NEY

**There is a great deal of pride in Central and Eastern Sydney PHN's journey so far in our commitment to implementing a Reconciliation Action Plan and our work with Aboriginal and Torres Strait Islander communities, but we also acknowledge we still have a fair way to go.**

*Cultural activity with Aunty Ali Golding at Kogarah.*



## To date we have:

- Invited community Elders to participate in staff cultural training activities. Local Elders are integral to the second level of our staff cultural training and truth telling within our organisation. We have also engaged an Aboriginal cultural mentor to deliver an in-house educational workshop during National Reconciliation Week.
- Involved a group of Aboriginal representatives in an advisory capacity for the development of this RAP. The CESP HN Aboriginal Advisory have provided valuable input and review to the proposed targets and activities our internal working group had developed in draft and sought their guidance and consultation on.
- Invited and involved community representatives in codesign workshops for services. Whenever a new service or program for the Aboriginal and Torres Strait Islander communities in the CESP HN region is being developed, it is of utmost importance to listen and learn from the Aboriginal and Torres Strait Islander peoples residing in our region.
- Engaged local Aboriginal and Torres Strait Islander artists to develop artwork for our office environment and resources. Each meeting room in our office has been named after a First Nations person, clan group or

language in consultation with local Traditional Custodians and an explanation for the name is included on a plaque in the room. Three individual local Aboriginal artists have been commissioned to develop artwork for use within the office and on CESP HN resources. A suite of Aboriginal and Torres Strait Islander resources has been designed utilising the artwork.

- Contracted five Aboriginal owned and operated services, with the intention to expand on this further. During the past four years we have steadily increased the number of Aboriginal community-controlled and operated organisations, from one in the first year to five currently. We are continually looking at ways we can increase our formal and informal partnerships with local Aboriginal community-controlled organisations.

By including community members in codesign consultations and activities, celebrating or acknowledging days of significance for Aboriginal and Torres Strait Islander peoples, supporting community based and owned initiatives and events, providing advocacy to help the community to have a voice with other services and health professionals and continuing to promote inclusion and employment opportunities, we are progressing on our journey towards reconciliation.

## OUR JOURNEY CONTINUES...

**Whilst we achieved many actions within our first two Innovate RAPs, it was apparent we were highly ambitious, and it became unachievable to complete all the actions within our first plan. We used the second 2021-23 RAP to build on those actions not yet achieved and continue our journey with this 23-25 RAP as an opportunity to reflect and review on some actions achieved whilst introducing and refining some fresh actions and deliverables.**

**We have carried forward any actions and deliverables not yet achieved, whilst engaging with staff to workshop ideas for further actions to be fully inclusive and have whole of staff involvement and ownership.**

**Through implementing our previous Innovate RAPs, we have made significant progress in delivering on our commitment to reconciliation and have grown as an organisation and as individuals in our understanding of the reconciliation journey.**

## Some of our key achievements were:

- Development of and implementation of Cultural Awareness Training for our staff onboarding and continuation of cultural learning journey for existing staff.
- Undertaking organisation cultural audit of our organisation which included various factors, from the environment the staff work in, the attitudes and understanding of staff towards reconciliation and of the content of the Organisational Plan and how we ensure community awareness of the RAP and report our progress against targets. When the report is provided by an external Aboriginal consultant, suggested recommendations for change are worked on with input and advice from the Aboriginal Advisory members e.g. Having an organisational position statement on racism, looking at anti-discrimination training as a separate entity to bullying and harassment in the workplace.
- Development and distribution of Eora Health Messenger – a newsletter designed to communicate with Aboriginal and Torres Strait Islander peoples within the region.
- Development and implementation of our Aboriginal Workers circle - a support and mentoring group for the Aboriginal and Torres Strait Islander staff employed in commissioned programs.

- Development and implementation of CESPHN staff Aboriginal Engagement guidelines to support staff to engage with community members and organisations in a culturally safe and appropriate manner.
- Development and implementation of internal staff Aboriginal excellence award. Awarded to a CESPHN staff member nominated by peers and colleagues for demonstrating excellence in their work and engagement with Aboriginal and Torres Strait Islander businesses and/ or communities. The award is announced during National Reconciliation Week and the chosen recipient being determined by the Aboriginal Advisory Committee.



Jewellery Making Workshop at Well Women's Workshops 2023

Not all actions were achieved in our second RAP. We were enthusiastic in setting targets in our second RAP, which meant we set ourselves more actions and bigger targets than we could achieve in those two years.

Some of the main areas in which we underachieved and required more time for planning and development prior to implementing were:

### CHALLENGES

### STRATEGIES ON HOW WE WILL OVERCOME THEM

#### PROCUREMENT

The target of 20% of all of CESPHN's procurement costs was unachievable

- Set more realistic targets.
- Develop an internal database of suppliers which staff can utilise to identify preferred businesses in our region to increase procurement opportunities for those businesses.

- Use local Aboriginal and/or Torres Strait Islander businesses as first choice for catering services and printing and design services where possible.
- Utilise Supply Nation to identify local services to engage.

#### EMPLOYMENT

We were unable to achieve of target of 3% across the organisation. The impacts of COVID-19 were a contributing factor. Potential lack of awareness of CESPHN being an employee of choice for Aboriginal and Torres Strait Islander community members.

- Organisation audit of internal current self-identified staff and review of current recruitment and retention strategies.
- Create strong foundations (policies/procedure) that will support Aboriginal and Torres Strait Islander staff in the workplace and organisation.
- Introducing a measurement tool to determine how many vacancy advertisements are accessed by Aboriginal and/or Torres Strait Islander peoples.

- Revise Aboriginal and Torres Strait Islander employment and retention policy, develop and implement a specific cultural leave policy.
- Continued cultural awareness training opportunities for all staff to ensure a culturally safe environment for prospective employees.

# STRATEGIES

## (THAT SUPPORT OUR RAP)

We have developed three strategies to accompany our RAP and these are summarised as part of this plan. They include a:

- Communication and Engagement Strategy (Relationships). The strategy combined with the specific Aboriginal Engagement Guidelines is to ensure we have clear and appropriate approaches to communication and engagement to maximise Aboriginal and Torres Strait Islander communities understanding of CESP HN as an organisation and the work we are involved in to support the health and wellbeing of Aboriginal and Torres Strait Islander peoples in our region.
- Cultural Training Strategy (Respect)
- Aboriginal and Torres Strait Islander Employment and Retention Strategy (Opportunities)
- **CESPHN Procurement Policy** – includes a reference within the policy to inform staff of the preference to use Aboriginal and Torres Strait Islander services where possible.

Babana Day November 2020 - The Glen Dancers



# RELATIONSHIPS

**CESPHN recognises** the importance of two-way respectful relationships and partnerships with Aboriginal and Torres Strait Islander Elders, communities and service providers to strengthen community connection to help us deliver better culturally appropriate services/programs.

**We acknowledge** and understand the importance of meaningful relationships with local Aboriginal and Torres Strait Islander communities as being integral to enabling honest and transparent information exchanges for consultations and program design, evaluating outcomes and fostering the empowered decisions of the communities in the CESPHN region.



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Develop and distribute the Eora Health Messenger as a means to communicate CESPHN's role and build relationships with Aboriginal and Torres Strait Islander communities.	Sep, Dec, Mar and Jun annually	Manager for Aboriginal Health and Wellbeing Programs and Suicide Prevention
<p><b>Ensure Aboriginal and Torres Strait Islander stakeholders and organisations understand CESPHN's role and how we can work together.</b></p>	Seek feedback and hold focus groups with Aboriginal and Torres Strait Islander community members and service providers on the relevance and appropriateness of the Eora Health Messenger for the community audience.	Mar 2024	GM - Planning and Engagement
	Attend local Aboriginal community events, open evenings, career nights, interagency meetings and networks to build relationships and opportunities to work together.	Aug 2023	Manager for Aboriginal Health and Wellbeing Programs and Suicide Prevention





ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop new and build on existing guiding principles for future engagement.	Aug 2023	GM – Planning and Engagement
	Review, update and communicate the CESP HN engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Aug 2023	GM – Planning and Engagement
	Continue to schedule regular opportunities in which local Aboriginal and Torres Strait Islander communities, stakeholders and organisations can meet with CESP HN board and staff.	Dec 2023	Aboriginal Health and Wellbeing Programs Officer
	Continue to strengthen relationships with Aboriginal and Torres Strait Islander organisations in our region by supporting staff to volunteer with these organisations and facilitate this by allowing them paid time of 7.6 hours per year to do this.	Dec 2023	GM – Planning and Engagement
	Continue to facilitate a bi-monthly Aboriginal and Torres Strait Islander Workers Circle to foster networking and shared learnings for self - identified staff working in CESP HN commissioned services.	Aug 2024 bi-monthly	Aboriginal Health and Wellbeing Programs Officer



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Build relationships through celebrating National Reconciliation Week (NRW).</b>	RAP Working Group members to participate in an external event to recognise and celebrate NRW.	27 May – 3 Jun, annually	Chairperson of RWG
	Continue to promote Reconciliation Australia's NRW resources and reconciliation materials to CESP HN staff and stakeholders.	May annually	Aboriginal Health and Wellbeing Programs
	Support staff and senior leaders to participate in external events to recognise and celebrate NRW.	27 May – 3 Jun annually	GM – Planning and Engagement
	Continue to organise at least one NRW event each year.	27 May – 3 June, annually	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention
	Celebrate NRW by acknowledging with an event and distribution of resources. Resources are to be defined and linked to the event.	May annually	Aboriginal Health and Wellbeing Programs Officer
	Continue to host our organisational award ceremony during NRW to recognise staff member for cultural excellence when working within Aboriginal and Torres Strait Islander communities.	27 May – 3 Jun annually	GM – Corporate Services
	Register all our NRW events on Reconciliation Australia's NRW website.	May annually	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Promote reconciliation through our sphere of influence.</b>	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	May annually	HR Support Officer
	Communicate our commitment to reconciliation publicly. Utilise Reconciliation Australia's resources to promote reconciliation on CESPHN social media channels.	Sep annually	GM – Planning and Engagement
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes, including promotion of reconciliation activities in our regularly scheduled communications to stakeholders.	Mar annually	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	May 2024	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention
	Deliver staff lunch and learn sessions to promote The Uluru Statement from The Heart, The Voice to Parliament and The Proposed Referendum.	Jul 2023	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention
	Consider the development of a CESPHN position statement on The Voice with staff and the board.	Jul 2023	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Promote positive race relations through anti-discrimination strategies.</b>	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Aug 2023	GM – Corporate Services and HR Support Officer
	Review, update and communicate an anti-discrimination policy for our organisation in collaboration with the CESPHN Aboriginal Advisory Committee.	Aug 2023	GM – Corporate Services
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Dec 2023	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention
	Educate senior leaders on the effects of racism.	Aug 2023	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention
	Develop an education campaign in a video format for primary healthcare providers that promotes cultural safety and inclusion, in order to promote the equitable delivery of primary health services that are culturally appropriate and safe.	Aug 2023	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention

# RESPECT

**CESPHN recognises** the richness of Aboriginal and Torres Strait Islander cultures, the need for cultural awareness in promoting respect and believes in positive opportunities offered by Aboriginal and Torres Strait Islander peoples self-determination and involvement in decision making processes.

**CESPHN recognises** that respect for Aboriginal and Torres Strait Islander peoples' cultures, histories and rights is integral to all our core business activities. Respect for cultures and protocols is central to building collaborative and respectful relationships

with Aboriginal and Torres Strait Islander peoples, clients, communities and organisations which will in turn support our endeavours to embed Aboriginal and Torres Strait Islander people's perspectives in all our strategies and operational activities.

**We know** by working towards true inclusion, diversity and cultural safety in the workplace we can improve employment and retention, meaningful consultations and engagement with the local Aboriginal communities and ultimately ensure better outcomes for the communities we serve.

Walk on Cuntry with Uncle Dean Kelly.







ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Increase understanding, and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.</b>	Conduct a review of cultural learning needs within our organisation.	Aug 2024	GM – Corporate Services
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	Aug 2024	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention
	Review, update and communicate and changes of the CESP HN cultural learning strategy document for our staff.	Jun 2024	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention
	Provide opportunities to all staff to participate in formal and structured cultural learning. Training to be regularly reviewed, updated and mandatory for all staff.	Oct 2023	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention
	Engage with an external First Nations consultant to conduct an audit of cultural awareness and understanding across our organisation, including:  - cultural learning activities as they relate to our RAP.  - cultural safety of our offices/workplaces.	Oct annually	GM – Corporate Services



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Increase understanding, and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.</b>	Provide cultural mentoring and/or cultural capability training to managers who manage a self-identified Aboriginal and/or Torres Strait Islander employee.	Aug 2024	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention
	Continue offering online cultural training to new board and council members.	Aug 2024	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention
	Communicate and spotlight Aboriginal and Torres Strait Islander news or events in the CESP HN area to staff members and other stakeholders, to improve awareness and understanding of factors which may be impacting or affecting Aboriginal and Torres Strait Islander communities.	Oct 2023	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention
	During NRW CESP HN will offer all staff, Council and Board members the opportunity to participate in a cultural immersion activity with Aboriginal and Torres Strait Islander peoples.	27 May – 3 Jun annually	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Jun 2024	Aboriginal Health and Wellbeing Programs Officer
	Review and reinforce a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Aug 2023	Aboriginal Health and Wellbeing Programs Officer
	Continue to invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate protocols at the commencement of significant events or program launches each year.	May 2025	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention
	Continue to provide an Acknowledgement to Country or other appropriate protocols at the commencement of all CESP HN meetings.	Dec 2023	CEO
	Raise awareness and promote understanding with staff at orientation, ensuring Traditional Custodians of land areas in the region of CESP HN are stated where it is clear and known.	May 2025	Aboriginal Health and Wellbeing Programs Officer
	Continue to review HR policies and procedures and implement one paid cultural leave day into policies to attend Aboriginal and Torres Strait Islander events of significance.	Aug 2023	GM – Corporate Services



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	RAP Working Group to participate in an external NAIDOC Week event.	First week in Jul annually	RAP WG Chair
	Annual Review of HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	Jun 2024, 2025	GM – Corporate Services
	Promote and encourage participation in external NAIDOC events to all staff. CESP HN to partner with Aboriginal and/or Torres Strait Islander organisations and support events.	Jun annually	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention
	Continue with annual award for an external person/organisation making a difference in Aboriginal and/or Torres Strait Islander health to be announced during NAIDOC Week and presented at our annual primary health awards evening.	Nov 2023	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention

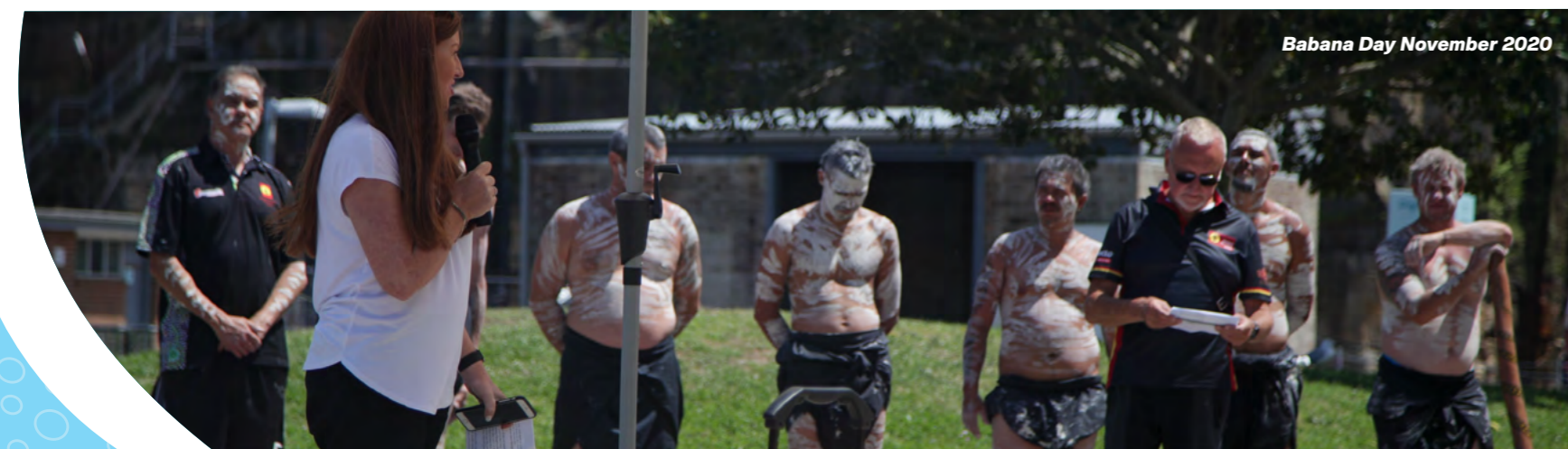
# OPPORTUNITIES

**We recognise** the importance of equity and diversity in the workplace and are committed to growing and strengthening the Aboriginal and Torres Strait Islander workforce within our workplace.

**We aim** to embed reconciliation within our work by increasing opportunities for Aboriginal and Torres Strait Islander community members by way of employment, health, social and cultural developments.

**We are determined to build** a culturally safe environment, providing meaningful and rewarding opportunities for current and prospective Aboriginal and Torres Strait Islander employees, organisations, programs and services through recruitment and selection, workforce representation, workplace culture and our procurement and commissioning practices.

**Creating and fostering** new opportunities with Aboriginal and Torres Strait Islander peoples, communities and organisations is part of our everyday work. CESP HN strives to create employment opportunities and create inclusive procurement pathways that encourage and promote engagement with Aboriginal and Torres Strait Islander peoples and businesses and enterprises.



Babana Day November 2020

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p><b>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</b></p>	Develop and implement a cultural mentoring program for Aboriginal and Torres Strait Islander staff including monthly yarning circles, designated online spaces and cultural supervision.	June 2025	Aboriginal Health and Wellbeing Programs Officer, People and Culture Manager
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Mar 2024	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention, People and Culture Manager
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy.	Sep 2023	People and Culture Manager
	Review, update and communicate the CESP HN Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	Dec 2023	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention, People and Culture Manager
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Dec 2023	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention, People and Culture Manager





ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</b>	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Sep 2023	People and Culture Manager
	Continue to encourage Aboriginal and Torres Strait Islander employment within our commissioned services by asking services to report on this and through supporting CESPHN Aboriginal Workers Circle.	Aug 2023	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention
	Partner with TAFEs and universities to develop opportunities for First Nations students within CESPHN (work experience or student placements).	Jan 2024	GM – Planning and Engagement
	Increase our FTE workforce that self-identify as Aboriginal and/or Torres Strait Islander people, aiming to recruit staff to roles across the organisation and at all levels.	Sep 2023	GM – Corporate Services



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Review, update and communicate the CESPHN Procurement Policy to include an Aboriginal and Torres Strait Islander procurement strategy and local services directory.	Dec 2023	GM – Corporate Services
	Investigate Supply Nation membership.	Oct 2023, 2024	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention, Manager Finance
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Jun 2023	GM – Corporate Services
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Sep 2023	GM – Corporate Services
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Sep 2023 – 2024	GM – Corporate Services
	Promote usage of Aboriginal and Torres Strait Islander provider as first preference for CESPHN catering needs.	Mar 2023	GM – Corporate Services



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Ensure CESPHN commissioning policies are culturally safe and inclusive.</b>	Provide assistance to support Aboriginal and Torres Strait Islander organisations with tendering for commission contracts or grant opportunities, including capacity building, providing services or offering reviews.	May 2025	GM – Clinical Services supported by GM – Primary Health Care Improvement
	Employ direct tender approaches to First Nations community controlled organisations where appropriate.	Aug 2023	GM – Corporate Services
	Refine the internal tender process to maximise the potential for First Nations community controlled organisations and individuals to participate in commissioning activities.	Sep 2023	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention.
	Have a dedicated self-identified tender panel representative.	Sep 2023	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention.
	Review, evaluate and communicate the minimum standards that organisations must meet when tendering for funding and a cultural audit evaluation tool for organisations who are receiving funding from CESPHN.	Sep 2023	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention.



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Work with First Nations communities to develop the CESPHN Aboriginal and Torres Strait Islander Peoples Health Needs Assessment.</b>	Consult with Aboriginal and Torres Strait Islander communities in the CESPHN region to enable contributions to the annual review CESPHN Health and Wellbeing Needs Assessment.	Nov 2023, Nov 2024	GM – Planning and Engagement
	Include a First Nations perspective when codesigning services and programs and developing the annual health and wellbeing needs assessments.	Sep 2023	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention.

# GOVERNANCE



NAIDOC 2023

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.</b>	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Dec 2023	Chairperson of RWG
	Establish and apply a Terms of Reference for the RWG.	Nov 2023	Chairperson of RWG
	Continue to meet monthly to drive and monitor RAP implementation. Identify an idea or topic for discussion.	Sep 2023, Dec 2023, Mar 2024, Jun 2024, Sep 2024, Dec 2024, March 2025, Jun 2025	Aboriginal Health and Wellbeing Programs Officer



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Provide appropriate support for effective implementation of RAP commitments.</b>	Define resource needs for RAP implementation.	Jul 2023	GM – Corporate Services
	Engage our senior leaders and other staff in the delivery of RAP commitments.	Jul 2024	GM – Planning and Engagement
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Feb 2024	GM – Planning and Engagement
	Appoint and maintain an internal RAP Champion from senior management.	Jul 2024	CEO
<b>Include Aboriginal and Torres Strait Islander representation in our governance structures.</b>	Continue to seek Aboriginal and Torres Strait Islander representation on all CESP HN internal and external advisory groups.	Nov 2023	GM – Planning and Engagement
	Continue Aboriginal and Torres Strait Islander representation on EIS Health Ltd Board.	Nov 2024	Company Secretary for the CESP HN Board



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.</b>	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.	Jun annually	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact.	Aug annually	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 Sep annually	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention
	Collect data for the annual RAP Impact Survey to Reconciliation Australia.	Aug annually	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention
	Report RAP progress to all staff and senior leaders quarterly.	Sep 2023, Dec 2023, Mar 2024, Jun 2024, Sep 2024, Dec 2024, March 2025, Jun 2025	Aboriginal Health and Wellbeing Programs Officer
	Publicly report our RAP achievements, challenges, and learnings, annually.	Sep 2023, Dec 2023, Mar 2024, Jun 2024, Sep 2024, Dec 2024, Mar 2025, Jun 2025	Marketing and Communications Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	GM – Corporate Services



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.</b>	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	July 2025	GM – Corporate Services
	Report our achievements, challenges, and learnings externally via our publications (Sydney Health Weekly and Primary Health Quarterly) and social media.	Sep 2023, Dec 2023, Mar 2024, Jun 2024, Sep 2024, Dec 2024	Marketing and Communications Manager
	Submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Sep annually	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention.
	Register via Reconciliation Australia's website to begin developing our next RAP.	Oct 2024	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention.
<b>Continue our reconciliation journey by developing our next RAP.</b>	Prepare and submit a new RAP including future goals based on learnings, challenges, and achievements.	Dec 2024	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention.



Lisa Merrison

# CONTACT DETAILS

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Collection of photos from events along the years (2020 - 2023)