

RECONCILIATION ACTION PLAN

June 2021 – June 2023



North Western Melbourne Primary Health Network

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Acknowledgements

North Western Melbourne Primary Health Network acknowledges the peoples of the Kulin nation as the Traditional Custodians of the land on which our work in the community takes place. We pay our respects to their Elders past and present.

We also recognise, respect and affirm the central role played in our work by people with lived experience, their families and/or carers.

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OUR VISION

Our vision for reconciliation is a primary healthcare system that is holistic, and culturally safe and appropriate, which allows Aboriginal and Torres Strait Islander people to feel supported and empowered to utilise services and trust they will receive the best possible healthcare.

We will work with and empower Aboriginal and Torres Strait Islander peoples, communities and organisations to design and deliver culturally sensitive, person-centred health and wellbeing services.

MISSION

To reduce inequity in health outcomes by encouraging and fostering collaborative relationships with Aboriginal and Torres Strait Islander peoples within our organisation and among our health partners and the community.



A MESSAGE FROM OUR CHIEF EXECUTIVE OFFICER

I am delighted to present our second Innovate Reconciliation Action Plan (RAP). This document is a testament both to how much we have achieved, and how much more we know is possible. First, we pay our respects to the Traditional Custodians of the land that forms the North Western Melbourne Primary Health Network, and to their Elders past and present, and respectfully acknowledge the rich Aboriginal cultural heritage of this land.

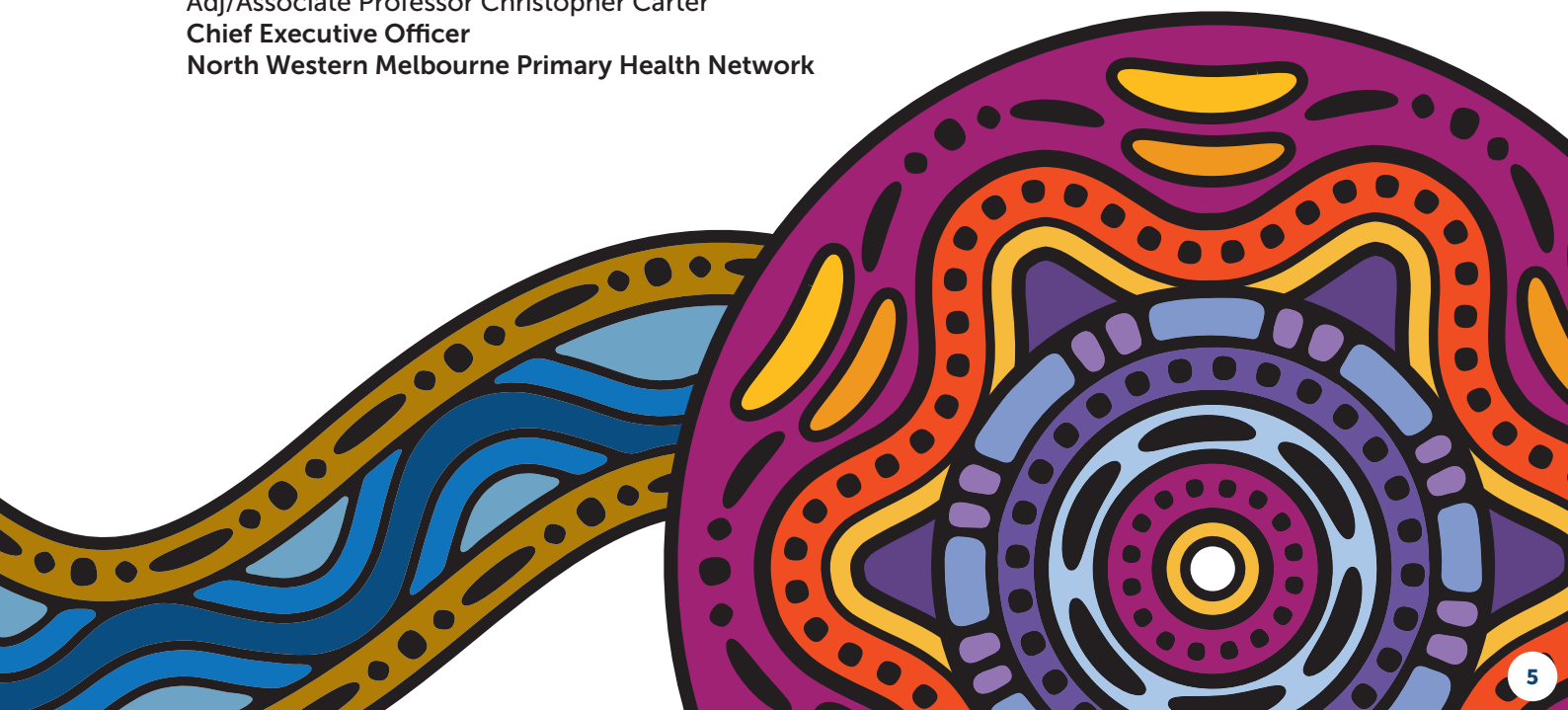
Aboriginal people have had a deep connection to this region for many thousands of years. This connection is not a relic. It is vibrant and growing—as are the Aboriginal and Torres Strait Islander communities in the central, northern and western areas of Melbourne.

We cannot improve community health, in the fullest sense, without championing this connection. Strong, respectful and empowering relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations are therefore vital. In this second Innovate RAP, we outline how we will further expand and strengthen our relationships with Aboriginal Community Controlled Health Organisations and other partners.

Activities will include refining our engagement framework to provide effective, appropriate and culturally sensitive principles to guide our work. We will also develop an employment plan. This will include creating recruitment opportunities and ensuring that Aboriginal and Torres Strait Islander peoples are well-supported in our workplaces.

As a Primary Health Network, we are in a strong position to make a difference. Relationships are key to everything we do—and they are also at the heart of reconciliation. We look forward to strong, effective, empowering collaborations as we continue working to make reconciliation practices intrinsic to our organisation.

Adj/Associate Professor Christopher Carter
Chief Executive Officer
North Western Melbourne Primary Health Network





OUR BUSINESS

Overview

The core business of North Western Melbourne Primary Health Network (NWMPHN) is to improve the health of all communities in its region. NWMPHN is one of 31 Primary Health Networks funded by the Australian Government to strengthen primary healthcare and connect services across the system.

The Australian Government has identified several health issues as national priorities—among them, the health and wellbeing of Aboriginal and Torres Strait Islander peoples. The role of Primary Health Networks is to respond to these priorities as well as the particular health needs of the communities within their regions.

We work closely with health and community partners to identify and analyse the region's specific health issues and needs. This includes collaborating on a regular Population Health Needs Assessment, which combines research, interrogation and analysis of health data for the region. We then develop priorities and goals and commission responsive, innovative, evidence-based services. We also rigorously monitor and evaluate services to ensure we continually improve the efficiency, effectiveness and quality of healthcare.

Aboriginal and Torres Strait Islander health

Improving the health and wellbeing of Aboriginal and Torres Strait Islander peoples is one of our key priority areas. Our other priority areas are mental health, alcohol and other drugs, suicide prevention, priority populations, prevention and management of chronic disease, older adults, and children and families.

We work in partnership with Aboriginal Community Controlled Health Organisations (ACCHOs), general practice and others to improve health outcomes and access to culturally sensitive healthcare.

To improve quality of life and achieve health equality, health services should foster connection to culture, self-determination, cultural awareness and respect, and the development of effective partnerships.¹ While ACCHOs are well-placed to do this, it's estimated that 50 per cent of Aboriginal and Torres Strait Islander peoples also access healthcare through mainstream services.

Therefore, general practice also plays an important role. NWMPHN provides education, support and resources to general practices to improve healthcare and the uptake of health assessments for Aboriginal and Torres Strait Islander peoples. Our primary healthcare improvement team supports general practice registration to the Practice Incentives Program—Indigenous Health Incentive (PIP-IHI) and the PBS Co-Payment Measure, organises cultural awareness training for general practice staff, and has developed a Continuous Quality Improvement Workbook for Closing the Gap for general practice.

We also commission targeted programs: current work for Aboriginal and Torres Strait Islander health and wellbeing is in the fields of mental health, alcohol and other drugs, suicide prevention, and chronic disease management and support.

Community engagement and consultation is vital to everything we do. We aim to strengthen the voices of Aboriginal and Torres Strait Islander peoples, communities and organisations through our needs analysis and planning of services. We also conduct a regular Aboriginal and Torres Strait Islander Health Needs Assessment, compiling and analysing all available demographic and health data to further inform our work.

¹ Department of Health 2016, Primary Health Networks and Aboriginal Community Controlled Health Organisations—Guiding Principles. <https://www1.health.gov.au/internet/main/publishing.nsf/Content/PHN-Accho> Accessed July 11 2020



Our staff

We employ 114 people, predominantly based in our office in the suburb of Parkville, in Melbourne's inner-north. Our work occurs mainly in the community, engaging and supporting health services.

At the time this report was published, we do not have staff who identify as Aboriginal and/or Torres Strait Islander people. We actively encourage those who identify as Aboriginal and/or Torres Strait Islander people to apply for positions, and this RAP includes new workforce development strategies to increase opportunities and support for Aboriginal and Torres Strait Islander peoples within the NWMPHN and more broadly across the region.

The region

The NWMPHN region covers most of central, western and northern Melbourne, and had a total population of 1,640,000 at the 2016 Census.

The area includes several of the fastest-growing municipalities in Victoria. It stretches 3212 square kilometres, from inner-suburban Richmond, just east of the Central Business District, to beyond Bacchus Marsh in the west, and from coastal Cocoroc in the south-west to Lancefield and beyond in the peri-urban north.

It is a region that encompasses the Traditional Lands of the Wathaurung, Wurundjeri Woi Wurrung and Boon Wurrung peoples who are the Traditional Custodians of the various parts of the region. The Traditional Owner groups have deep and ongoing cultural connection to these lands and heritage.

The population of Aboriginal and Torres Strait Islander peoples in the NWMPHN region is culturally diverse. It represents 0.6 per cent of the total population in the NWMPHN region, and 0.85 per cent of the total Victorian population, compared with 2.8 per cent of the national population.

NWMPHN is committed to supporting self-determination and works with various Aboriginal Community Controlled Organisations (ACCOs) across the region.





Our RAP

This Innovate RAP reaffirms our commitment to reconciliation, and to working with communities to improve health outcomes in Aboriginal and Torres Strait Islander communities. We will work to achieve this through collaborating with Aboriginal community-controlled and community-led organisations, and by supporting programs that promote the health and wellbeing of Aboriginal and Torres Strait Islander peoples.

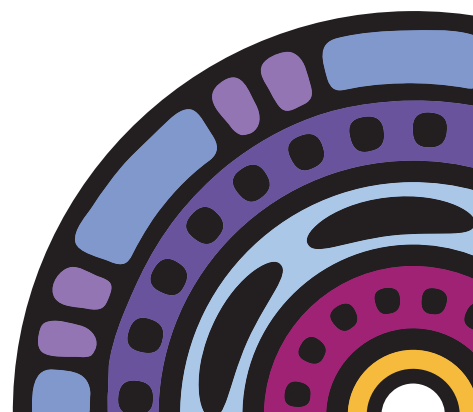
This RAP and its actions align with our organisational values of Equity, Respect, Collaboration and Innovation. It builds on our first Innovate RAP, which ran from February 2018 to February 2020 and saw us expand and strengthen our relationships with ACCOs, increase our commissioning of services that address the health needs of Aboriginal and Torres Strait Islander communities, and engage Aboriginal consultants for various activities. (This included engaging Aboriginal organisations to deliver cultural safety training for internal staff, commissioned services and general practitioners.)

We embedded cultural protocols into our work. Cultural safety training facilitated through Victorian Aboriginal Community Controlled Health Organisation (VACCHO) was mandatory for all staff. We celebrated Aboriginal and Torres Strait Islander dates of significance through promoting and organising internal events and celebrations, and promoting external events and celebrations. We also enhanced our commissioning framework to be more culturally inclusive, and created opportunities for Aboriginal organisations and community members to take part in our commissioned activities.

We made significant achievements, but we also realised how much more was possible. So, rather than progressing to a Stretch RAP, we developed this second Innovate RAP, which details further improvements and enhancements in the four key areas of Relationships, Respect, Opportunities and Governance.

We have identified a range of successful outcomes associated with our previous Innovate RAP, but there were also challenges, which we will address in this upcoming period.

During implementation of this second Innovate RAP, we intend to more clearly define roles and responsibilities within the RAP working group (RAP WG), develop a whole-of-organisation approach to activities, and support the RAP working group to meet on a regular basis to ensure continuity of work.





Relationships

As part of this RAP, we will develop an engagement framework built on our organisational values of Respect, Equity, Collaboration and Innovation. The aim is to ensure the principles that guide our work with Aboriginal and Torres Strait Islander partners are as effective and appropriate as possible. We will also update NWMPHN's suite of tools that guide participation, to better meet local cultural needs. This will include activities such as utilising cultural audit tools, promoting appropriate engagement of Aboriginal and Torres Strait Islander people and ACCOs, contributing to our internal learning and development program, working with Aboriginal health advisory structures and seeking out opportunities to directly engage Aboriginal and Torres Strait Islander businesses.

We will consult with and build on the expertise of Aboriginal and Torres Strait Islander partners in the development of our key activities and Population Health Needs Assessment.

We will continue the work of our first RAP, celebrating and promoting National Reconciliation Week, and taking steps to promote reconciliation broadly through our sphere of influence—to staff, the public and to external stakeholders. Among our new activities will be the development of a calendar of annual events that promote Aboriginal and Torres Strait Islander health and wellbeing, and significant dates.

We will also undertake new anti-discrimination activities. These will include reviewing human resources policies and procedures, educating senior leaders, and working with Aboriginal and Torres Strait Islander consultants to develop and implement an anti-discrimination policy.

Respect

We will review our cultural learning needs and audit our organisation to establish its level of cultural safety. We will develop and implement a cultural learning strategy in close consultation with Traditional Owners and/or Aboriginal and Torres Strait Islander advisers.

This strategy will include structured and formal cultural learning opportunities for our senior leadership team and Board, as well as our RAP working group. It will also include initiatives to increase understanding among all staff of the purpose and significance of cultural protocols. We will continue our work to implement and promote our cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. Resources will be developed for meeting rooms, and to guide the creation of corporate documents.

We will invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. Important meetings, Board meetings and NWMPHN advisory committee meetings will all continue to commence with Acknowledgement of Country.

We will also continue to promote NAIDOC Week. Our RAP working group will take part in external NAIDOC Week events and organise internal events that all staff can participate in, promoting the purpose and theme of NAIDOC Week. The RAP working group will also support the celebration and/or recognition of other dates of significance, such as National Reconciliation Week, National Sorry Day and National Close the Gap Day as determined through our internal dates of significance calendar.

Opportunities

We will consult with Aboriginal and Torres Strait Islander stakeholders to develop an employment plan. This plan will find new, culturally safe ways to recruit and support Aboriginal and/or Torres Strait Islander staff, as well as remove any barriers to participation. The ultimate goal is to increase employment of self-identified Aboriginal and/or Torres Strait Islander staff by ensuring NWMPHN is a culturally safe and enjoyable place of work.

We will take steps to ensure Aboriginal and Torres Strait Islander suppliers are well-represented. We will apply for Supply Nation membership, to give us a new, supportive way to link with Aboriginal and Torres Strait Islander businesses.

We will also build cultural safety into the way we procure our commissioned services, review and remove any barriers to procurement and work to increase opportunities for Aboriginal community-controlled and/or community-led businesses and other suppliers.

We will work alongside existing or newly established Aboriginal health advisory structures. This will be a key part of our approach. These structures will provide insight and recommendations on NWMPHN's existing and future work, including (but not limited to) RAP implementation, policy updates, commissioning and community consultations. As such, they will play an important role in identifying further opportunities and help us to build new relationships and support Aboriginal and Torres Strait Islander peoples and communities in the region.

Governance

Our RAP working group will determine the resources needed for this second Innovate RAP and engage senior leaders and other staff in its delivery.

This will include maintaining an internal 'RAP Champion' from senior management. We will track RAP process through RAP working group meetings every 6 weeks, where members will update the group on deliverable progress.


The Working Group will also use project management software to track and document progress and future activities.

An annual all-staff survey will help to measure RAP's impact within NWMPHN. The uptake of, and involvement in RAP and reconciliation actions by all staff will also be monitored through internal processes led by senior personnel across NWMPHN.

The working group will continue to be accountable and transparent, reporting progress to staff, senior leaders and Reconciliation Australia regularly and as appropriate. Meanwhile, achievements, challenges and lessons will be reported publicly each year.

RAP working group members:

- Chris Carter – CEO and RAP Champion
- Brad Pearce – Director, Priority Populations Health and Wellbeing (Chair)
- Maaiké Wallace – Program Officer, Aboriginal Health
- Angie Gills – HR Officer
- Sonia Zahra – Program Officer, Quality Improvement
- Ash Badhan – Program Officer, Integration
- Julie Sucksmith – Brand and Digital Communications Manager
- Agnieszka Kleparska – Lead, Access and Equity
- Victoria Warner – Program Officer, Youth Wellbeing
- Alex Thomson – Program Officer, Aboriginal Health
- Melanie Mendonca – Director, Procurement



NWMPHN will continue to promote membership of the RAP working group internally and encourage Aboriginal and/or Torres Strait Islander people who may join the organisation to work with the group. In the absence of a staff member available at time of RAP endorsement, NWMPHN have included an Aboriginal representative in their RAP working group to fill the role of cultural advisor and provide the group with appropriate cultural oversight and support as we action our deliverables.

In addition, the RAP working group will receive advice and insight from existing or newly established Aboriginal health advisory structures through sharing RAP actions and progress. As this RAP progresses, the working group will also use feedback, monitoring and assessment to start drafting ideas for NWMPHN's next RAP.

Our Reconciliation Journey

NWMPHN previously implemented a Reflect RAP (2014–2016) and an Innovate RAP (2018–2020). These RAPs aimed to ensure that our focus on Aboriginal and Torres Strait Islander health and wellbeing was expressed in internal organisational culture, planning and development.

Our Reflect RAP focused on building internal awareness by promoting dates of significance and events, providing cultural awareness training for staff, and strengthening relationships and partnerships with Aboriginal and Torres Strait Islander services in the region.

Our first Innovate RAP built on the achievements and actions started in the Reflect RAP. It worked within three themes: Relationships, Respect and Opportunities.

This first Innovate RAP saw us:

- sustain a committed and engaged RAP working group
- embed cultural protocols into our work
- engage with key stakeholders who influence our work
- celebrate National Reconciliation Week
- celebrate Aboriginal culture and strength through NAIDOC Week
- develop a plan for an Aboriginal employment and retention strategy to support recruitment
- engage with key stakeholders who influence our work
- ensure our procurement policies create no barriers for Aboriginal businesses
- provide opportunities for ACCHOs to participate in our specific Aboriginal commissioned activities.


See also our Innovate RAP Highlights document, available on the RAP page of our website (visit nwmpnhn.org.au/about-nwmpnhn/reconciliation-action-plan).

We are proud of what we achieved in the first Innovate RAP, but recognise that there are clear opportunities to expand on and strengthen the actions listed above – and expand on and strengthen our commitment to reconciliation. Hence the development of our second Innovate RAP.

Our Reconciliation Journey thus far has emphasised the importance of:

- regular RAP working group meetings
- diversity in the Working Group, in terms of roles and team members
- a strong, detailed project plan to achieve desired outcomes
- inclusion of the whole organisation in RAP promotion, actions and achievements.

NWMPHN is committed to continuing its reconciliation journey, and excited to take the next step, building on previous achievements, integrating lessons, and promoting Aboriginal and Torres Strait Islander health and wellbeing.





RELATIONSHIPS

The core role of NWMPHN is to improve the health system to better meet community needs. Building strong relationships and partnerships with Aboriginal and Torres Strait Islander peoples helps NWMPHN to ensure it understands the specific health needs of Aboriginal and Torres Strait Islander peoples living in the region. NWMPHN recognises that Aboriginal and Torres Strait Islander peoples, communities, and organisations must inform its needs analysis and planning of services to ensure that there is a collaborative and culturally respectful approach to service design, delivery and evaluation.

Focus area: This area corresponds to our values of Collaboration and Innovation. We will work to build new relationships, and further strengthen existing relationships with Aboriginal Community Controlled Organisations and Aboriginal communities.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Meet with four local Aboriginal and Torres Strait Islander stakeholders and organisations to support development of a framework for ongoing engagement. 	Dec 2021	CEO, Director of Priority Populations and Aboriginal Health Lead
	<ul style="list-style-type: none"> Develop and implement an engagement framework to support all NWMPHN staff to work with Aboriginal and Torres Strait Islander stakeholders and organisations. 	Apr 2022	Aboriginal Health Lead and Program Officer
	<ul style="list-style-type: none"> Link organisational values with RAP to further embed these principles into our commissioning framework, for greater collaboration with Aboriginal and Torres Strait Islander services, and to support accepted and needed services across the organisation. 	Oct 2022	Executive Director, Insight, Performance and Digital Services
	<ul style="list-style-type: none"> Update the Organisational Community Participation tools to include more resources for engagement with the Aboriginal and Torres Strait Islander communities in the region. 	Oct 2021	Community Participation Officer
	<ul style="list-style-type: none"> Continue to consult with and build on the expertise of our community relationships to support the development of our key activities and Population Health Needs Assessment. 	Jun 2021, 2022, 2023	Community Participation Officer and Executive Director, Insight, Performance and Digital Services
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	27 May–3 Jun 2021, 2022, 2023	Aboriginal Health Program Officer and Communication Officer
	<ul style="list-style-type: none"> Develop schedule of internal and external events that staff can attend, and promote across the organisation. 	27 May–3 Jun 2021, 2022, 2023	RAP WG Chair
	<ul style="list-style-type: none"> Promote internal and external events and celebrations across the organisation. 	27 May–3 Jun 2021, 2022, 2023	RAP WG Chair
	<ul style="list-style-type: none"> Host at least one internal event celebrating National Reconciliation Week. 	27 May–3 Jun 2021, 2022, 2023	RAP WG Chair
	<ul style="list-style-type: none"> RAP working group members to participate in external NRW events. 	27 May–3 Jun 2021, 2022, 2023	RAP WG Chair
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in external events to recognise and celebrate NRW. 	27 May–3 Jun 2021, 2022, 2023	CEO and RAP WG Chair
	<ul style="list-style-type: none"> Register our NRW events on Reconciliation Australia's NRW website. 	27 May–3 Jun 2021, 2022, 2023	Aboriginal Health Lead

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Implement strategies to engage our staff in Reconciliation. 	Jun 2021, 2022, 2023	CEO, RAP WG Chair and Aboriginal Health Program Officer
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly through newsletters, social media posts and website content. 	27 May–3 Jun 2021, 2022, 2023	Brand and Digital Communications Manager
	<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes through promoting NWMPHN key activities relating to reconciliation and by incorporating cultural safety and reconciliation into our commissioning processes. 	April 2022	Aboriginal Health Lead and Program Officer
	<ul style="list-style-type: none"> Collaborate with other like-minded organisations to develop ways to advance reconciliation. 	June 2023	Aboriginal Health Lead and Program Officer
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and identify future needs. 	Nov 2022	HR Officer
	<ul style="list-style-type: none"> Develop culturally responsive HR policies. 	Nov 2022	HR Officer
	<ul style="list-style-type: none"> Develop, implement and communicate an anti-discrimination policy for our organisation. 	Apr 2022	HR Officer
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisers to consult on our anti-discrimination policy. 	May 2022	HR Officer
	<ul style="list-style-type: none"> Educate senior leaders on the effects of racism. 	Jun 2022	RAP WG Chair
	<ul style="list-style-type: none"> Promote a screening of The Final Quarter for all staff and host a facilitated discussion following the film utilising the associated resources. 	Dec 2021	Culture Club Facilitator





RESPECT

NWMPHN 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. This will in turn support our endeavours to embed Aboriginal and Torres Strait Islander peoples' perspectives in all our strategic and operational activities.

Focus area: This aligns with our organisational value of Respect. We will work to further demonstrate our respect of Aboriginal and Torres Strait Islander peoples and communities, customs and cultures, and incorporate this respect into all areas of our work.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	Aug 2021	Aboriginal Health Lead and Program Officer
	<ul style="list-style-type: none"> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisers on the development and implementation of a cultural learning strategy. 	Dec 2021	Aboriginal Health Lead and Program Officer
	<ul style="list-style-type: none"> Develop, implement, and communicate a cultural learning strategy for NWMPHN. 	Jun 2022	Aboriginal Health Lead and Program Officer and HR Officer
	<ul style="list-style-type: none"> Develop cultural learning opportunities for Senior Leadership Team and Board. 	Jun 2022	Aboriginal Health Lead and Program Officer and HR Officer
	<ul style="list-style-type: none"> Provide opportunities for RAP working group members, HR managers and other key leadership staff to participate in at least one formal and structured cultural learning event each year. 	Jun 2021, 2022, 2023	CEO
	<ul style="list-style-type: none"> Develop annual calendar of significant dates the organisation will celebrate to promote Aboriginal and Torres Strait Islander Health and Wellbeing. 	Jun 2021	Aboriginal Health Program Officer
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	Jul 2021	Aboriginal Health Lead and Program Officer
	<ul style="list-style-type: none"> Develop Acknowledgement of Country resources for meeting rooms and corporate documents. 	Jul 2021	Office Coordinator
	<ul style="list-style-type: none"> Continue to implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country for all staff across the organisation. 	Jun 2021, 2022, 2023	HR Officer
	<ul style="list-style-type: none"> Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. 	Jun 2021, 2022, 2023	CEO
	<ul style="list-style-type: none"> Include an Acknowledgement of Country or other appropriate protocols at the commencement of meetings, including Board meetings and meetings of NWMPHN Expert Advisory Committees. 	Jun 2021, 2022, 2023	CEO

Action	Deliverable	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> RAP working group to participate in 2 external NAIDOC Week events. 	First week in Jul 2021, 2022	RAP WG Chair
	<ul style="list-style-type: none"> Review HR policies and procedures to identify and remove barriers to staff participating in NAIDOC Week. 	Jun 2021, 2022	HR Officer
	<ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events to all staff. 	First week in Jul 2021, 2022	RAP WG Chair
	<ul style="list-style-type: none"> Develop schedule of internal and external events that staff can attend. 	First week in Jul 2021, 2022	RAP WG Chair
8. Investigate opportunities to make our services more culturally safe.	<ul style="list-style-type: none"> Conduct an organisational Cultural Safety Audit. 	Dec 2021	Aboriginal Health Lead and Program Officer
	<ul style="list-style-type: none"> Develop and implement a cultural responsiveness framework to embed in our commissioning framework, to increase procurement of culturally safe mainstream services across the region. 	Jun 2022	Procurement Director and Aboriginal Health Lead





OPPORTUNITIES

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

Focus area: This focus area aligns with our values of Equity, Collaboration and Innovation. We will strive to be innovative in the opportunities we seek to offer Aboriginal and Torres Strait Islander people, and will collaborate with ACCOs and other key stakeholders to determine what these may be.

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	Jun 2021	HR Officer
	<ul style="list-style-type: none"> Develop a recruitment, retention and professional development strategy for Aboriginal and Torres Strait Islander workforce across the region. 	Dec 2021	HR Manager and Aboriginal Health Lead
	<ul style="list-style-type: none"> Develop a strategy to offer learning and internship opportunities for Aboriginal and Torres Strait Islander tertiary students. 	Feb 2022	HR Manager and Aboriginal Health Lead
	<ul style="list-style-type: none"> Engage Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy for staff. 	Jan 2022	Aboriginal Health Lead
	<ul style="list-style-type: none"> Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. 	Jun 2021, 2022, 2023	HR Officer
	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to identify and remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	Dec 2021	HR Manager and Aboriginal Health Lead
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Increase the number of Aboriginal and Torres Strait Islander staff engaged in our workforce by 2 people. 	Jun 2023	HR Manager and Aboriginal Health Lead
	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander corporate procurement strategy to increase supply from Aboriginal and Torres Strait Islander owned businesses. 	Jun 2022	Procurement Director
	<ul style="list-style-type: none"> Apply for Supply Nation membership to increase organisational investment in Aboriginal and Torres Strait Islander owned businesses. 	Jun 2022	Aboriginal Health Lead
	<ul style="list-style-type: none"> Develop and communicate to staff opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses. 	Jun 2022	Aboriginal Health Program Officer
	<ul style="list-style-type: none"> Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. 	Jun 2023	Systems Directorate



GOVERNANCE

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP working group to drive governance of the RAP.	<ul style="list-style-type: none"> Review the RAP working group Terms of Reference annually. 	Jun 2021, 2022, 2023	Aboriginal Health Lead and CEO
	<ul style="list-style-type: none"> Meet at least four times per year to drive and monitor RAP implementation. 	Jul, Oct 2021, 2022, 2023; Jan, Apr 2022, 2023	RAP WG Chair
	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation on the RAP working group. 	Jun 2023	CEO and RAP WG Chair
12. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	Jun 2021, 2022, 2023	RAP WG Chair
	<ul style="list-style-type: none"> Engage our senior leaders and other staff in the delivery of RAP commitments. 	Jun 2021, 2022, 2023	RAP WG Chair
	<ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments. 	Jun 2021, 2022, 2023	RAP WG Chair
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	Sep 2021, 2022	RAP WG Chair
	<ul style="list-style-type: none"> Report RAP progress to all staff and senior leaders quarterly. 	Apr, Jul, Oct 2021, 2022; Jan 2022, 2023	RAP WG Chair
	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and what we've learned annually through newsletters, social media and the NWMPHN website. 	Jun 2021, 2022, 2023	RAP WG Chair
	<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. 	May 2022	Aboriginal Health Lead
14. Continue our Reconciliation Journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	Jan 2023	Aboriginal Health Lead

ABOUT THE ARTWORK

The central circle depicts North Western Melbourne PHN's commitment to health and well-being outcomes for Aboriginal and Torres Strait Islander communities and coming together to share, learn and talk about Aboriginal culture, history and stories.

The 4 intersections represent the diverse communities, families, clans and service providers across the various regions in which the organisation operates.

The various circles represent different communities.

The black and white hands and feet represent both Indigenous and non-Indigenous people coming together to walk in Reconciliation.

Elders are the knowledge keepers and they are depicted as the 'U' shaped symbols. The boomerangs represent returning to cultural values and principles that guide the Reconciliation journey. The message sticks depict communication and listening.

The gum leaves represent 'Welcome to Country' and understanding the environments we find ourselves in.

The ripples resonate out, honouring the good outcomes when we come together to listen and understand.

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