

# RECONCILIATION ACTION PLAN

March 2025 – March 2027



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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.

**Images**

NWMPHN was proud to support the Gathering of Mob organised by the Victorian Aboriginal Community Controlled Health Organisation (VACCHO) in November 2023. It was an important opportunity for Elders, youth, and leaders from clans across the state to heal, yarn, and share stories to forge the way forward from the referendum. Images supplied by VACCHO. Photos: Leroy Miller.

**Disclaimer**

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## OUR VISION

Our vision for reconciliation is a primary health care system that is holistic, culturally safe and appropriate. It must allow Aboriginal and Torres Strait Islander people to feel supported and empowered to utilise services, and trusting they will receive the best possible care. 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 community.





## A MESSAGE FROM OUR CHIEF EXECUTIVE OFFICER

I am delighted to present our third 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 catchment, and to 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.

**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 health care 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 to 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 Health Needs Assessments, which combine research, collation and analysis of health data for the region. We then develop priorities and goals and commission responsive, innovative, evidence-based services. We rigorously monitor and evaluate these to ensure we continually improve efficiency, effectiveness, and quality of health care.

NWMPHN organisational values include equity, collaboration, respect, and innovation. The RAP is just one strategic plan used to embed these values and guide improvements to organisational systems and processes. Other supporting strategic plans include:

- *NWMPHN Strategic Plan 2024 – 2028*
- *Access and Equity Framework*
- *Community Participation Plan 2024 – 2026*
- *Commissioning Framework*
- *Research and Evaluation Strategic Action Plan*
- *Data Governance Framework*

## Aboriginal and Torres Strait Islander health

Improving the health and wellbeing of Aboriginal and Torres Strait Islander peoples is one of our key priorities. Others 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 health care.

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

Therefore, general practice also plays an important role. NWMPHN provides education, support, and resources to general practices to improve health care and the uptake of health assessments for Aboriginal and Torres Strait Islander peoples. Our primary health care improvement team supports general practice registration to the Practice Incentives Program—Indigenous Health Incentive (PIP–IHI) and the Pharmaceutical Benefits Scheme Closing the Gap Co-payment Program, 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 addressing Aboriginal and Torres Strait Islander health and wellbeing. Current programs encompass 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 health needs analyses and the planning of services. We also conduct a regular Health Needs Assessment (HNA) and Aboriginal and Torres Strait Islander communities are a key priority. The HNA compiles and analyses all available demographic and health data to further inform our work.

## Our staff

We employ approximately 150 people, predominantly based in our office in the suburb of Docklands, in Melbourne. Our work occurs mainly in the community, engaging and supporting health services.

At the time this report was published, we did not have staff who identified as Aboriginal or Torres Strait Islander people. We actively encourage Aboriginal and Torres Strait Islander people to apply for positions, and this RAP includes new workforce development strategies to increase opportunities and support within NWMPHN as an organisation 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 1.9 million+ residents at the 2021 Census.

Population in the catchment area is expected to grow by almost 28 per cent by 2030 and by 2036 will account for almost one-third of the people in Victoria. It covers 3,212 square kilometres, from inner-suburban Richmond, just east of the Central Business District, to beyond Bacchus Marsh in the west, and from coastal Werribee South in the southwest, to Lancefield and beyond in the peri-urban north.

It is a region that encompasses the Traditional Lands of the Wathaurong, Wurundjeri Woi Wurrung and Boon Wurrung peoples, 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. Over 10,000 Aboriginal and Torres Strait Islander people reside in the NWMPHN catchment.

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





## Our Reconciliation Action Plan

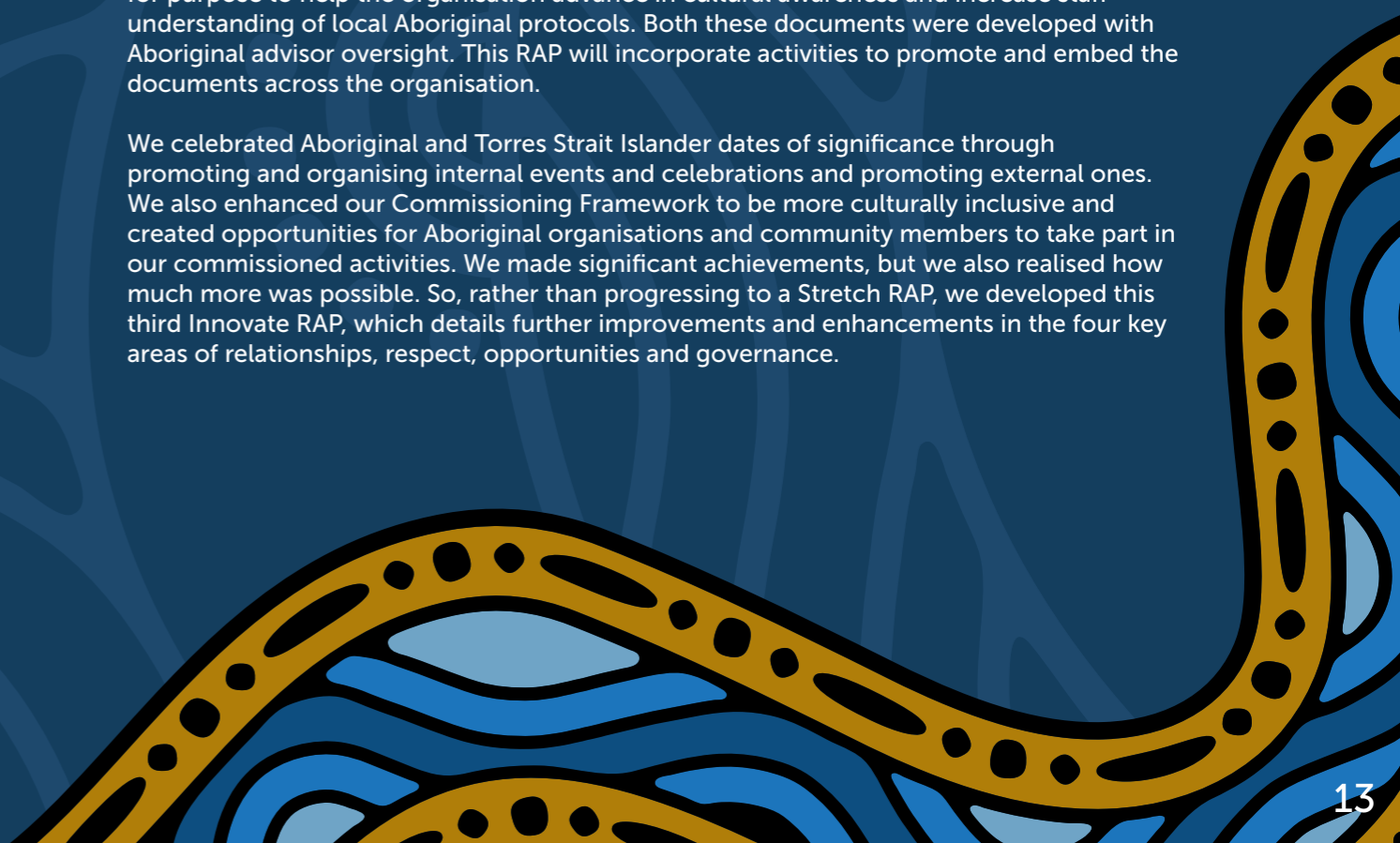
This Innovate RAP reaffirms our commitment to reconciliation, and to working with communities to improve health outcomes in Aboriginal and Torres Strait Islander communities. We will work to achieve this through collaborating with Aboriginal community-controlled and community-led organisations, and by 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 second Innovate RAP, which ran from July 2021 to June 2023 and saw us expand and strengthen our relationships with ACCOs, engage Aboriginal consultants for various activities, and increase our commissioning of services that address the health needs of Aboriginal and Torres Strait Islander communities. (This includes engaging Aboriginal organisations to deliver cultural safety training for staff, commissioned services, and general practice teams.)

We embedded cultural protocols into our work. Cultural safety training facilitated through Victorian Aboriginal Community Controlled Health Organisation (VACCHO) is mandatory for all staff. We have also expanded cultural awareness training to other organisations including Bundy Girri Consulting (Acknowledgement of Country Workshops) and Nomuckerlener – First Nations Training, Consulting and Mentoring.

During our second Innovate RAP period, the RAP working group developed an Aboriginal Engagement Guide and Cultural Learning Strategy that was localised and made fit for purpose to help the organisation advance in cultural awareness and increase staff understanding of local Aboriginal protocols. Both these documents were developed with Aboriginal advisor oversight. This RAP will incorporate activities to promote and embed the documents across the organisation.

We celebrated Aboriginal and Torres Strait Islander dates of significance through promoting and organising internal events and celebrations and promoting external ones. 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 third Innovate RAP, which details further improvements and enhancements in the four key areas of relationships, respect, opportunities and governance.





## Governance

Our RAP working group will determine the resources needed for this third Innovate RAP and engage senior leaders and other staff in its delivery. The organisation's CEO will act in the role of 'RAP Champion'. We will track RAP process through working group meetings every six weeks, during which 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.

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. With the state of some streams of Aboriginal health funding commissioned by NWMPHN currently under review by the Commonwealth, this may have some implications for the coordination and budget allocations available to support the delivery of the new RAP. The Senior Leadership Team will monitor the outcomes of the review and position the organisation to mitigate against any disruptions to make sure NWMPHN remains committed to reconciliation and achieving its reconciliation goals.

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:

- **Christopher Carter** – CEO and RAP Champion
- **Melanie Mendonca** – Director, Procurement (Chair) from 2023-2024
- **Anamika** – Program Officer, Commissioning
- **Ian Sequeira** – Manager, Training and Development
- **Phil Flanagan** – Program Officer, Quality Improvement
- **Michelle Ravesi** – Lead, Access, Equity & Engagement
- **Sevil Kaya** – Communications Officer
- **Océane Lorphelin** – Program Officer, Commissioning
- **Paul Waite** – Lead, Monitoring & Evaluation
- **Alex Thomson** – Lead, Commissioning

NWMPHN will continue to promote membership of the RAP working group internally and encourage Aboriginal and Torres Strait Islander people who may join the organisation to work with it. In the absence of a staff member who identifies as Aboriginal or Torres Strait Islander at the time of RAP endorsement, the RAP working group will receive advice and insight from established Aboriginal Health Expert Advisory Group to provide cultural oversight and support as we action our deliverables.



# Our reconciliation journey

NWMPHN previously implemented a Reflect RAP in 2014-2016 and Innovate RAPs in 2018-2020 and 2021-23. These aimed to ensure that our focus on Aboriginal and Torres Strait Islander health and wellbeing was expressed in the 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 Innovate RAPs have built on the achievements and actions started in the Reflect RAP. Through both Innovate RAPs NWMPHN has continued to embed cultural safe practices within the organisation and expanded its practice of strengthening relationships with Aboriginal and Torres Strait Islander communities through:

- Sustaining a committed and engaged RAP working group
- Embedding cultural protocols into our work
- Establishing an Aboriginal Health Expert Advisory Group
- Developing an Aboriginal Engagement Guide
- Developing a Cultural Learning Plan
- Providing cultural awareness training for all NWMPHN staff
- Inviting Aboriginal leaders and experts to speak – including on the Victorian Treaty Process and Koori services and programs
- Celebrating National Reconciliation Week
- Celebrating Aboriginal culture and strength through NAIDOC Week
- Providing staff opportunities to reflect on what Reconciliation means to them through reflective structured dialogue sessions
- Providing staff with cultural awareness experiences – including local area heritage walks and Aboriginal museum visits
- Developing strategies to promote Aboriginal employment and retention strategy to support recruitment
- Embedding an anti-discrimination policy
- Completing a cultural safety audit, using a 100 per cent Aboriginal owned consultancy
- Establishing a committed and engaged community of practice for Aboriginal health NWMPHN teams.

NWMPHN is proud of what it has achieved in the first two iterations of an Innovate RAP but recognises that there are still opportunities to further embed, expand on and strengthen the actions listed above. A key improvement across these previous iterations has been developing an operational plan to support the working group to implement RAP activity with organisational wide support. The group has developed a way of working that links members with SLT members and other parts of the business that can support delivery of RAP activity, thus removing the barriers that come with having a single group member responsible for deliverables.

An example of this would be through the development of the “NWMPHN Aboriginal Engagement Guide” in the previous RAP. The group responsible for this action was set up between several RAP working group members and the Director of Strategy, Implementation and Engagement.

NWMPHN is continuing its reconciliation journey. It is doing this through establishing some long-term commitments in attitudinal change and behavioural transformation. These include:

## Respect

Strengthening links between primary care and acute sector health service organisations to reinforce and influence the importance of Aboriginal cultural safety.

## Relationships

Promoting internally and externally the notion that relationships and partnerships with local and relevant other First Nations groups over a sustained period will be most effective when they are respectful and mutual, and value the knowledge and experiences of First Nations Peoples.

## Opportunities

Demonstrating leadership through engagement with First Nations community organisations, services and individuals in ways that are relevant to their circumstances, concerns, and priorities, and that minimise the risk of overburden.



## 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 living in the region helps NWMPHN to ensure it understands their specific health needs.

NWMPHN recognises that Aboriginal and Torres Strait Islander peoples, communities, and organisations must inform its health needs analyses and the planning of services to ensure that there is a collaborative and culturally respectful approach to design, delivery, and evaluation. 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.

**We will work to build new relationships, and further strengthen existing relationships with the Aboriginal Community.**

Action	Deliverable	Timeline	Responsibility
1. <b>Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	• Review and implement NWMPHN Engagement Guide to work with Aboriginal and Torres Strait Islander stakeholders and organisations	June 2026	RAP WG Chair
	• Maintain quarterly meetings with NWMPHN Aboriginal Health Expert Advisory Group and other key Aboriginal stakeholders.	March, June, September, December 2025, 2026	AHEAG Executive Sponsor and Manager Priority Populations
	• Consult with the NWMPHN Aboriginal Health Expert Advisory Group and other key stakeholders to inform future engagement activities and inform the implementation of NWMPHN Aboriginal Engagement Guide.	March & September 2025, 2026	AHEAG Executive Sponsor and Manager Priority Populations
2. <b>Build relationships through celebrating National Reconciliation Week (NRW).</b>	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	April 2025, 2026	Communications Officer
	• RAP working group members to participate in an external NRW event.	27 May- 3 June 2025, 2026	RAP WG Chair
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June 2025, 2026	CEO, RAP WG Chair
	• Organise at least one NRW event each year.	27 May- 3 June 2025, 2026	RAP WG Chair
	• Register all our NRW events on Reconciliation Australia's NRW website.	May 2025, 2026	RAP WG Chair
3. <b>Promote reconciliation through our sphere of influence.</b>	• Communicate our commitment to reconciliation publicly.	May 2025, 2026	Communications Officer
	• Collaborate with RAP and other like-minded organisations to develop innovative approaches to advance reconciliation.	May 2025, 2026	RAP WG Chair
	• Engage with internal and external stakeholders to drive reconciliation activities across the NWMPHN region	June 2025, 2026	RAP WG Chair
	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	September 2025, 2026	HR Officer
4. <b>Promote positive race relations through anti-discrimination strategies.</b>	• Review, update, and communicate the Anti-Discrimination Policy across the organisation in consultation with Aboriginal and Torres Strait Islander staff and Aboriginal advisors	November 2025, 2026	HR Officer
	• Provide ongoing education to all staff including senior leadership on the effects of racism.	June 2025, 2026	Training and Development Manager



## RESPECT

NWMPHN recognises that respect for Aboriginal and Torres Strait Islander 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 perspectives in all our strategic and operational activities.

**We will work to further demonstrate our respect for Aboriginal and Torres Strait Islander peoples and communities, customs, and cultures, and incorporate this into all areas of our work.**



Action	Deliverable	Timeline	Responsibility
5. <b>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.</b>	<ul style="list-style-type: none"> <li>Review, implement, and communicate the NWMPHN Cultural Learning Plan &amp; Aboriginal Ways of Knowing Being and Doing Tools for our staff.</li> </ul>	June 2026	Training and Development Manager
	<ul style="list-style-type: none"> <li>Conduct a review of cultural learning needs within our organisation.</li> </ul>	June 2025	Training and Development Manager
	<ul style="list-style-type: none"> <li>Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and those listed in our Engagement Guide.</li> </ul>	April 2025	RAP WG Chair
	<ul style="list-style-type: none"> <li>Provide opportunities for RAP working group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.</li> </ul>	June 2025, 2026	Training and Development Manager
6. <b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	<ul style="list-style-type: none"> <li>Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and those listed in our Engagement Guide.</li> </ul>	June 2025	RAP WG Chair
	<ul style="list-style-type: none"> <li>Review, update, and implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.</li> </ul>	June 2025, 2026	Communications Officer
	<ul style="list-style-type: none"> <li>Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.</li> </ul>	June 2025, 2026	Culture Club/ RAP WG Chair
	<ul style="list-style-type: none"> <li>Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.</li> </ul>	June 2025, 2026	CEO
7. <b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	<ul style="list-style-type: none"> <li>RAP Working Group to participate in an external NAIDOC Week event.</li> </ul>	May 2025, 2026	Communications Officer
	<ul style="list-style-type: none"> <li>Promote and encourage participation in external NAIDOC events to all staff.</li> </ul>	May 2025, 2026	RAP WG Chair
	<ul style="list-style-type: none"> <li>Support all staff to participate in NAIDOC Week events in our local area, including one event facilitated by NWMPHN.</li> </ul>	June 2025, 2026	RAP WG Chair
	<ul style="list-style-type: none"> <li>Review HR Policies and Procedures to remove barriers to staff participating in NAIDOC Week.</li> </ul>	May 2025, 2026	HR Officer





## 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.

**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
8. <b>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</b>	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	April 2025	HR Officer
	• Collaborate with key Aboriginal and Torres Strait Islander stakeholders to priorities actions within the Victorian Aboriginal Health and Wellbeing Workforce Strategy that support the recruitment, retention, and professional development of Aboriginal and Torres Strait Islander staff.	August 2025	HR Manager
	• Implement actions in NWMPHN Aboriginal Workforce Strategy to improve HR, recruitment, retention, and professional development process for Aboriginal and Torres Strait Islander staff.	October 2025	HR Manager
	• Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June 2025, 2026	HR Officer
	• Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2025, 2026	HR Manager
9. <b>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	• Investigate joining Supply Nation, Australia's leading database of verified Indigenous businesses.	April 2026	Procurement Director
	• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	June 2025, 2026	Procurement Director
	• Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	February 2026	Procurement Director
	• Develop commercial relationships with Aboriginal or Torres Strait Islander businesses.	February 2027	Finance Director
10. <b>Improve internal capabilities to commission culturally appropriate services within the NWMPHN region.</b>	• Build an understanding of the organisation's relevant data holdings, including within the health needs assessment, service reporting and any other community consultations, and how this data is used to inform commissioning and procurement activities.	June 2025, 2026	IPDS Executive Director
	• Conduct a review of the NWMPHN commissioning cycle and process through a cultural responsiveness lens and form recommendations to enhance effectiveness in commissioning culturally appropriate services.	June 2025, 2026	Commissioning Improvement Manager
	• Implement the recommendations of the review into the organisation's commissioning cycle and process.	June 2025, 2026	Commissioning Improvement Manager



Action	Deliverable	Timeline	Responsibility
11. <b>Establish and maintain an effective RAP working group (RWG) to drive governance.</b>	<ul style="list-style-type: none"> <li>Maintain Aboriginal and Torres Strait Islander representation on the RWG.</li> </ul>	March 2025, March 2026	CEO, RAP Chair
	<ul style="list-style-type: none"> <li>Establish and apply terms of reference for the RWG.</li> </ul>	June 2025, 2026	RAP WG Chair
	<ul style="list-style-type: none"> <li>Meet at least four times per year to drive and monitor RAP implementation.</li> </ul>	Jan, April, July, October 2025, 2026	RAP WG Chair
12. <b>Provide appropriate support for effective implementation of RAP commitments.</b>	<ul style="list-style-type: none"> <li>Define and allocate resource needs for RAP implementation.</li> </ul>	June 2025, 2026	CEO
	<ul style="list-style-type: none"> <li>Engage our senior leaders and other staff in the delivery of RAP commitments.</li> </ul>	June 2025, 2026	CEO, RAP WG Chair
	<ul style="list-style-type: none"> <li>Define and maintain appropriate systems to track, measure and report on RAP commitments.</li> </ul>	June 2025, 2026	RAP WG Chair
	<ul style="list-style-type: none"> <li>Appoint and maintain an internal RAP Champion from senior management.</li> </ul>	June 2025, 2026	CEO
13. <b>Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.</b>	<ul style="list-style-type: none"> <li>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.</li> </ul>	June annually	RAP WG Chair
	<ul style="list-style-type: none"> <li>Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.</li> </ul>	1 August annually	RAP WG Chair
	<ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Survey to Reconciliation Australia.</li> </ul>	30 September, annually	RAP WG Chair
	<ul style="list-style-type: none"> <li>Report RAP progress to all staff and senior leaders quarterly.</li> </ul>	Jan, April, July, October 2025, 2026	RAP WG Chair
	<ul style="list-style-type: none"> <li>Publicly report our RAP achievements, challenges and learnings and commitment to reconciliation annually.</li> </ul>	June 2025, 2026	Communications Officer
	<ul style="list-style-type: none"> <li>Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.</li> </ul>	May 2026	RAP WG Chair
	<ul style="list-style-type: none"> <li>Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.</li> </ul>	March 2027	RAP WG Chair
14. <b>Continue our reconciliation journey by developing our next RAP.</b>	<ul style="list-style-type: none"> <li>Register via Reconciliation Australia's website to begin developing our next RAP.</li> </ul>	May 2026, October 2026	RAP WG Chair



## ABOUT THE ARTWORK

This art 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 central circle has ripples that resonate out; honouring the good outcomes that happen when we come together to listen and understand.

The various meeting circles represent the diverse communities, families, clans and service providers across the various regions in which the organisation operates/ services.

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 leaves also represent growth and just like plants; people need a balance of resources to thrive and survive. By investing in relationships First Nations communities; it promotes self-determination and opportunities for us to have influence in outcomes that affect us and helping our community to grow.

The pathways represent the ongoing RAP journey and knowledge exchange and that time is not linear for Aboriginal and Torres Strait Islander people's; past, present and future are all interlinked and deeply intertwined.





**phn**  
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MELBOURNE

An Australian Government Initiative

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