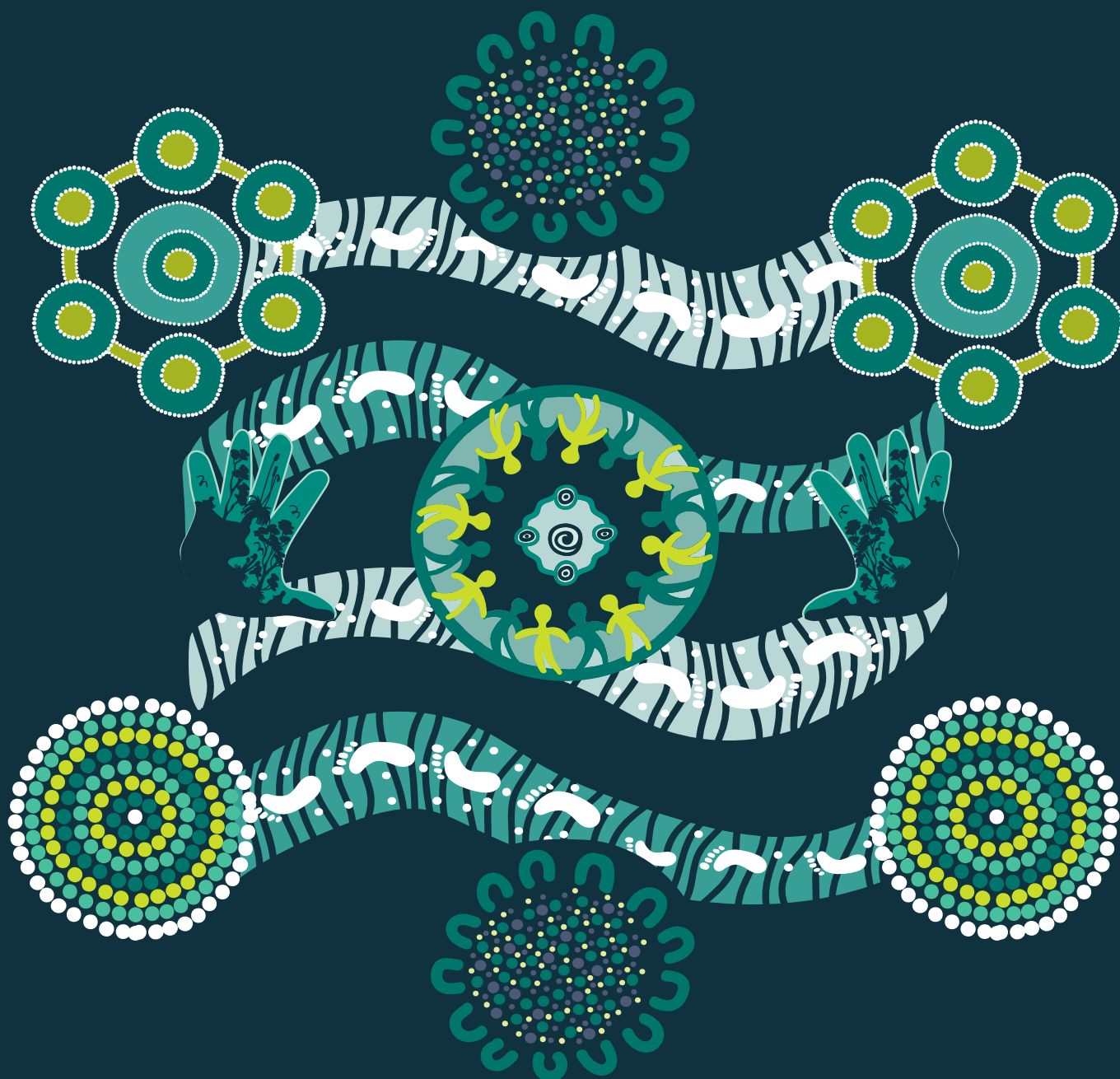


INNOVATE RECONCILIATION ACTION PLAN

AUGUST
2021
—
AUGUST
2023



Healthy North Coast (HNC) recognises Aboriginal and Torres Strait Islander peoples as the First Australians. HNC acknowledges and regrets the injustices that have caused suffering to people in the past and the injustices that continue to give rise to inequity and disadvantage.

HNC recognises the shared responsibility of government, business and community-based organisations to promote the dignity and respect of Aboriginal and Torres Strait Islander peoples and restore relationships of trust.

HNC operates across the Mid and North Coast regions of NSW, and includes the nations Githabul, Bundjalung, Yaegl, Gumbayngirr, Dunghutti and Birpai. We acknowledge these nations as the first people of this land and pay respect to them, their culture, and their Elders past, present and emerging. We are committed to working together with the people of these nations and the wider Aboriginal community to nurture positive relationships to move towards a future of mutual respect and harmony.

FRONT COVER

Healthy North Coast commissioned artists Anthony 'Hank' Hickling (Githabul), Jason King (Yaegl), Cinnamon Jarret (Gumbayngirr), Angela Marr-Grogan (Birpai), Kaiden Powell (Wiradjuri living on Bundjalung) and Jason Ridgeway (Dunghutti) to create works that told stories portraying healthy communities in our region. These works have been interpreted and created as digital applications with permission by graphic designer, Goodjinburra Yugambeh woman Christine Slabb. Our cover represents one of these applications.



Contents

3	A message from our CEO
4	A message from Reconciliation Australia
6	Our business
7	Our region
8	Our RAP vision
9	The RAP team
10	Our partnerships and current activities
12	Relationships
15	Respect
18	Opportunities
20	Governance, tracking progress and reporting

OPPOSITE

Art on Bundjalung Market on Widjabul/Wiyabul Bundjalung Country, in Lismore — the culmination of a 12-month project that has been supported by Healthy North Coast through the North Coast PHN Program and the Federal Government's Indigenous Languages and Arts program.

Photo by Kate Holmes

A message from our CEO

It is with respect to traditional values that I acknowledge the healing journey First Nations people are undergoing. Working partnerships cannot exist without first building meaningful relationships based on rights, reciprocity and mutual responsibility; a journey of doing with, not doing to.

To be truly person-centric, Healthy North Coast (HNC) must firstly view health and inequity through the lens of Aboriginal and Torres Strait Islander history and culture to strengthen authentic relationships. From there, we must be able to partner with community to find meaningful and creative solutions together and support the journey of healing that the First Nations within the Mid North Coast and northern NSW are undergoing.

This Reconciliation Action Plan was developed in a true spirit of reconciliation as a meaningful commitment from HNC, which meant working with Elders, community members and leaders. HNC will respect what works in partnering with Aboriginal and Torres Strait Islander communities to improve health and assist communities in reaching their full potential.

I feel privileged to deliver our commitment to the communities within our region through this blueprint for action and look forward to collaboratively guiding and reviewing its implementation.

Julie Sturgess
CEO, Healthy North Coast

OPPOSITE

Coastlines © Frances Belle Parker 2018



A message from Reconciliation Australia

Reconciliation Australia commends Healthy North Coast on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for Healthy North Coast to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Healthy North Coast will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With 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. Healthy North Coast is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Healthy North Coast's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

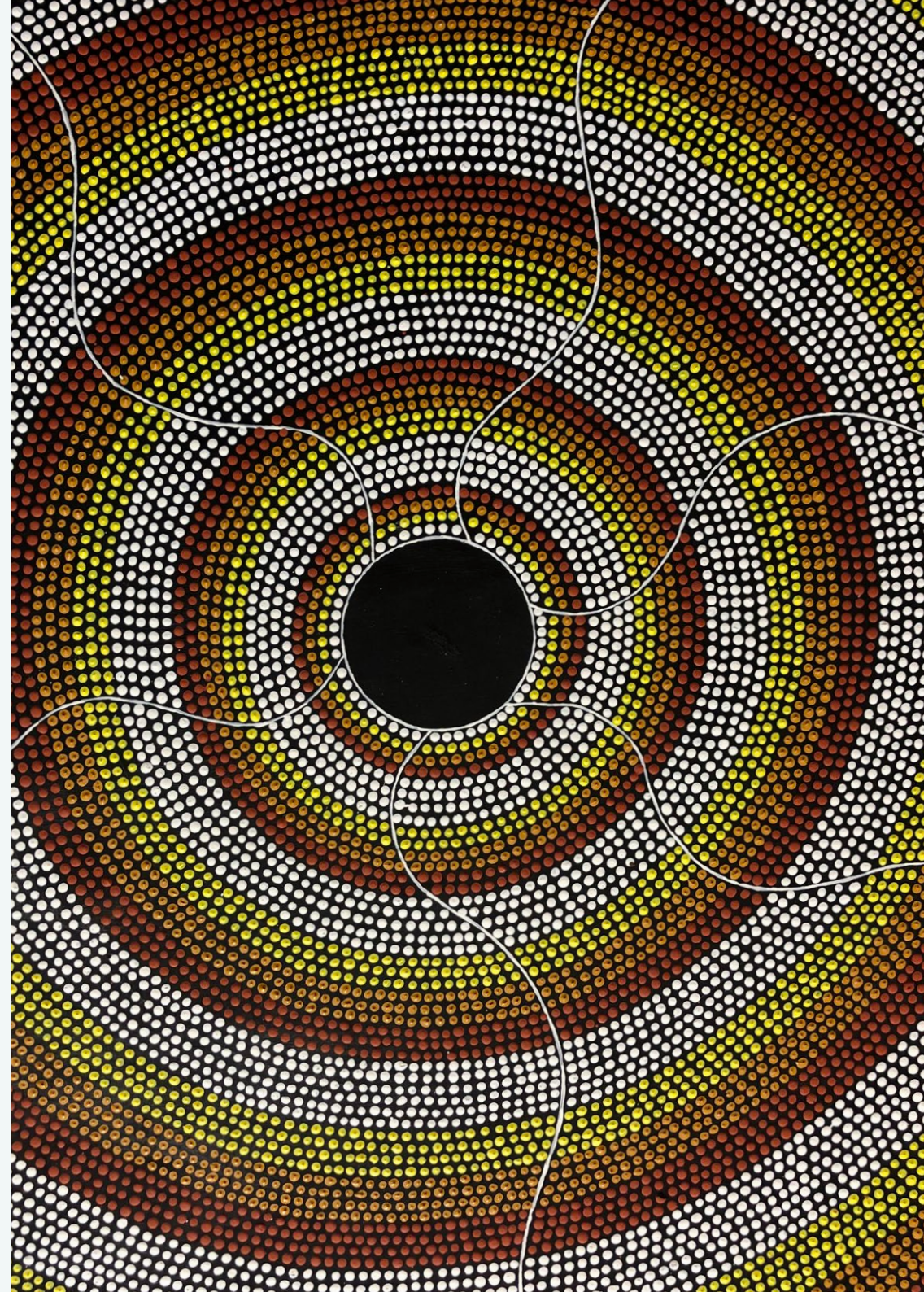
Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Healthy North Coast on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
CEO, Reconciliation Australia

OPPOSITE

Bundjalung Our Future Mikey Watson





Our business

Healthy North Coast (HNC), providers of the North Coast PHN Program, is an independent, not-for-profit organisation primarily funded by the Australian Government to commission services to meet the health needs and priorities of the North Coast of NSW. HNC commissions services and programs within our region to work toward a vision of better health outcomes for North Coast communities through a person-centred health system.

HNC aims to build a person-centred health system in which each member of the North Coast community, particularly those with the greatest need, receive integrated, high-quality care that is easy to access.

HNC commissions primary and preventative health care programs that align with HNC priority areas including Aboriginal health, social and emotional wellbeing, healthy living and ageing, population health, chronic disease management, alcohol and other drug use, digital health and workforce.

Primary health care is recognised as the most effective way to keep individuals and communities healthy and well. HNC funds services and programs that are specifically designed to address gaps identified through regular, local needs assessments. HNC works collaboratively with communities and services to ensure our commissioned programs are responsive to community needs.

HNC currently employs approximately 90 people, six of whom identify as Aboriginal and/or Torres Strait Islander. Our main office is situated in Ballina with branch offices located in Tweed Heads, Lismore, Coffs Harbour and Port Macquarie.

OPPOSITE

Aunty Glenda Macphail with young people in Baryugil working with Desert Pea Media as part of the *Break It Down North Coast Program*. This project is funded by Healthy North Coast through the North Coast PHN Program.

Image by Renee Saxby

PREVIOUS PAGE

Young people in Baryugil working with Desert Pea Media as part of the *Break It Down North Coast program*. This project is funded by Healthy North Coast through the North Coast PHN program.

Image by Renee Saxby



Our region



Our region spans an area of approximately 36,000 square kilometres, extending from the Queensland border in the north to the Camden Haven region beyond Port Macquarie in the south. Along its eastern boundary is the coast, and to the west is the New England Tableland escarpment. With a population of 516,000, the North Coast is rapidly growing with an ageing population.

Our region has a high Aboriginal and Torres Strait Islander population with more than 25,044 Aboriginal and Torres Strait Islander people on the North Coast, representing 4.8 per cent of the population. Demographically, the region is home to a range of communities that are hard to reach due to lack of transport, social disadvantage, ageing, geographic isolation and cultural background. The population experiences a considerable number of social and emotional challenges that negatively impact on people's social and emotional wellbeing.

The region is comprised of twelve local government areas (LGAs), four federal and seven state electoral divisions, six Aboriginal Nations and thirteen Local Aboriginal Land Councils (LALCs). It aligns with two Local Health Districts — the Northern NSW Local Health District and the Mid North Coast Local Health District.

LEFT

Healthy North Coast includes 6 Aboriginal Nations and 12 local government areas (LGAs).

Our reconciliation vision

Healthy North Coast (HNC) acknowledges past and present injustices and recognises Aboriginal and Torres Strait Islander peoples' distinct cultures, values and inherent rights as the First Peoples of Australia.

HNC is on a continuing journey of learning and understanding and is deeply committed to the implementation of our Reconciliation Action Plan (RAP). Building a better future together requires us to listen, empower and walk alongside Aboriginal and Torres Strait Islander peoples, communities and organisations.

Our reconciliation vision is to work towards a better future together, consisting of historical truth telling, trusting and reciprocal relationships and equitable outcomes. Our board, executives and staff are committed to implementing each strategy within HNC's RAP and acknowledge it is a key priority for our organisation. We will collaborate with Aboriginal and Torres Strait Islander organisations, communities and people to enhance partnerships that build capacity for meeting community needs, with respect and understanding of culture.

1. Acknowledge the historical and ongoing contributions of Aboriginal and Torres Strait Islander peoples and communities.
2. Hold ourselves as individuals and as an organisation to account in developing our maturity and knowledge of cultural safety within our workplaces, health services and communities.
3. Develop strong partnerships with Aboriginal and Torres Strait Islander peoples and organisations to enable effective and relevant engagement to facilitate meaningful contributions to the health and wellbeing of Aboriginal and Torres Strait Islander communities.
4. Strengthen relationships with Aboriginal and Torres Strait Islander communities in our region.
5. Inform HNC commissioning activities and procurement to ensure accessible, clinically and culturally safe primary health services.
6. Demonstrate HNC's ongoing commitment to the health and wellbeing of Aboriginal and Torres Strait Islander peoples and communities.
7. Inform workforce development actions which support Aboriginal and Torres Strait Islander peoples, communities and organisations.



Our RAP Working Group

Sarah Bolt
Art on Bundjalung Country Project
Bundjalung

Geeta Cheema
Director, Innovation and Strategy
Healthy North Coast
Bundjalung

Uncle Roger Duroux
Elder, Bundjalung

Aunty Sue Follent
Elder, Bundjalung

Kim Gussy
Indigenous Health Project Officer
Healthy North Coast
Bundjalung

Uncle Barry Hoskins
Elder, Gumbaynggirr

Mathan Maglaya
Mental Health Care Navigator
Healthy North Coast
Birpai

Scott Monaghan
Member of the Board
Healthy North Coast
Bundjalung

Lillian Moseley
Indigenous Health Project Officer
Healthy North Coast
Gumbaynggirr/Birpi

Wendy Pannach
RAP Working Group Facilitator
Healthy North Coast
Bundjalung

Aunty Lenore Parker
Elder, Yaegl

Susan Parker-Pavlovic
Associate Lecturer, Aboriginal Health
University Centre for Rural Health
Yaegl

Uncle Mick Roberts
Elder, Bundjalung

Anthony Seto
Office Manager, Healthy North Coast
Bundjalung

RAP TEAM L>R

Aunty Beris Duroux, Geeta Cheema, Sarah Bolt, Mathan Maglaya, Uncle Roger Duroux, Dean Loadsman, Wendy Pannach, Susan Parker-Pavlovic, Aunty Lenore Parker, Tony Seto, Janelle Brown, Uncle Mick Roberts and Uncle Barry Hoskins.

Our partnerships and current activities

Aboriginal and Torres Strait Islander health is core business for Healthy North Coast (HNC) and is an integral part of all priority areas within the organisation. As a funding provider for Aboriginal and Torres Strait Islander health, we are committed to supporting the Australian Government's initiative of Closing the Gap in health inequities.

We explore every opportunity to embed responsibility of our commitment, including developing a HNC Innovate Reconciliation Action Plan (RAP) to improve cultural safety within our organisation, our commissioned services and among our staff and stakeholders. With the implementation of the HNC Innovate RAP, we hope to build upon our established relationships with Aboriginal and Torres Strait Islander organisations and communities. We hope to do this through meaningful engagement, acknowledgement of history, respecting cultural diversity, providing opportunities and understanding health through the lens of Aboriginal and Torres Strait Islander histories and cultures.

HNC staff from across our directorates work closely with Aboriginal Medical Services, Local Aboriginal Land Councils and other Aboriginal and Torres Strait Islander organisations in the region. The Aboriginal Health Team celebrates Close the Gap initiatives and encourages internal teams to hold National Reconciliation Week (NRW) events across all locations. All HNC employees are encouraged to participate in local NAIDOC Week festivities.

Our priorities

- Better mental health, social and emotional wellbeing
- Closing the Gap in Aboriginal and Torres Strait Islander health
- Improving our population's health and wellbeing
- Building a highly skilled and capable health workforce
- Improving the integration of health services through electronic and digital health platforms
- Improving the health and wellbeing of older people

Our strategies

- Ensuring program design and investment is weighted towards addressing the needs of communities with identified disadvantage
- Collaborating with Aboriginal health organisations and communities to enhance partnerships, to build capacity for meeting community needs and to promote culturally safe service provision throughout the region
- Supporting reconciliation through implementation of the Reconciliation Action Plan

Young people on Yaegl Country, in Maclean, working with Desert Pea Media as part of the *Break It Down* North Coast program. This project is funded by Healthy North Coast through the North Coast PHN Program.

Photo by Renee Saxby



Relationships

Meaningful strong relationships built on trust, integrity and mutual respect are essential to walking with Aboriginal and Torres Strait Islander people to improve social, cultural and emotional wellbeing.

FOCUS AREA

Collaborate across health and social services for community wellbeing

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
1.1 HNC RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting	Review, update and distribute an expression of interest to join the HNC RWG to key Aboriginal and Torres Strait Islander peoples within our sphere of influence	30 Sept 2021 30 Sept 2022	Senior Project Officer
	Review, update and apply Terms of Reference for the HNC RWG annually	31 Oct 2021 31 Oct 2022	Senior Project Officer
	Ensure at least half of HNC RWG representatives are Aboriginal and/or Torres Strait Islander peoples	30 Nov 2021 31 Jul 2022	Senior Project Officer
	RWG oversees the development, endorsement and launch of the RAP on approval from the HNC Board and Executive Team	30 Nov 2021	Senior Project Officer, RAP Working Group
	Meet at least four times per year to monitor and report on RAP implementation	1 Dec 2021 1 Mar, 1 Jun, 1 Sep, 1 Dec 2022 1 Mar, 1 Jun 2023	Senior Project Officer
1.2 Celebrate and participate in National Reconciliation Week by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians	Host NRW events across all HNC office each year. This may include an invitation to Elders, artists and/or community members from the local community to embrace cultural learnings and activities	27 May—3 June 2022, 2023	Office Managers, RAP Working Group staff representative
	Encourage and support HNC staff and senior leaders to participate in at least one external event to recognise and celebrate NRW	27 May—3 June 2022, 2023	CEO
	Register all NRW events in early May of current year via Reconciliation Australia's NRW website	May 2022, 2023	Senior Project Officer
	Disseminate relevant resources from Reconciliation Australia and other organisations to promote the theme for year across HNC's office locations	May 2022, 2023	Senior Project Officer
	Distribute Reconciliation Australia's NRW links to HNC's commissioned services	May 2022, 2023	Senior Project Officer
	Partner with other organisations to support at least one external NRW event	May 2022, 2023	Deputy Director of Aboriginal Health
	Invite RWG to participate in an external event to recognise and celebrate NRW	27 May – 3 Jun 2022, 2023	Senior Project Officer

Relationships

Meaningful strong relationships built on trust, integrity and mutual respect are essential to walking with Aboriginal and Torres Strait Islander people to improve social, cultural and emotional wellbeing.

FOCUS AREA

Collaborate across health and social services for community wellbeing

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
1.3 Promote positive race relations through anti-discrimination strategies	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs	31 Jan 2022	Director of Corporate Services
	Develop, implement and communicate an anti-discrimination policy for our organisation	31 Jan 2022	Director of Corporate Services
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on the anti-discrimination policy	31 Jan 2022	Director of Corporate Services, Deputy Director of Aboriginal Health
	Educate senior HNC leaders on equal opportunity and the effects of racism	30 Jun 2022	Director of Corporate Services, Deputy Director of Aboriginal Health
1.4 Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	Develop and implement a strategy to communicate the RAP to all internal and external stakeholders	30 Sept 2021	Communications Manager
	Inclusion of the RAP as a standing agenda item at office meetings/Board meetings twice a year	Aug 2021 Feb, Aug 2022 Feb 2023	Office of CEO
	Inclusion of the RAP within staff induction	30 Jun 2022	Director of Corporate Services
	Promote reconciliation through ongoing active engagement with all stakeholders at least biannually through forums and partnership meetings	30 Jun, 31 Dec 2022 30 Jun 2023	Senior Project Officer
1.5 Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander people, communities and organisations to support positive outcomes	Develop and implement an engagement plan that recognises diversity, builds continual relationships and trust with Aboriginal and Torres Strait Islander stakeholders	30 Jun 2022	Deputy Director of Aboriginal Health
	Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement	30 Jun 2022	Deputy Director of Aboriginal Health
	Regularly meet and collaborate with Aboriginal and Torres Strait Islander leaders, organisations and commissioned services	30 Jun 2022	CEO, Deputy Director of Aboriginal Health
	Continue relationship with the RWG and Aboriginal Health Council at least twice a year	May, Nov 2022 May 2023	Deputy Director of Aboriginal Health
	Embed responsibility for Aboriginal and Torres Strait Islander health across whole of organisation	30 Jun 2022	CEO
	Develop joint ventures, partnerships, pro bono support or secondment and community capacity opportunities	30 June 2022	Deputy Director of Aboriginal Health

Young people on Goodjinburra Bundjalung Country, in Fingal Head, working with Desert Pea Media as part of the *Break It Down* North Coast program. This project is funded by Healthy North Coast through the North Coast PHN Program.

Photo by Renee Saxby



Respect

Valuing Aboriginal and Torres Strait Islander peoples, their cultures, and connection to country helps us build better services together which reflect their lived experience, skills and knowledge.

FOCUS AREA

Promote health equity through strategic investment

ACTION

2.1
Engage the HNC Board, Executive Team and all employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements

DELIVERABLES

Develop and implement an Aboriginal and Torres Strait Islander cultural safety training strategy for staff which identifies and addresses cultural learning needs of employees in all areas of business

Investigate additional activities to increase cultural safety of our staff (e.g. online www.shareourpride.org.au, face-to-face workshops, stories in staff newsletters, localised cultural immersion)

Consult with Traditional Owners and Aboriginal and Torres Strait Islander advisors on the development of cultural safety training

Provide opportunities for all staff to receive face-to-face cultural safety training

Provide opportunities for RWG members, RAP champions, executives and other key leadership staff to participate in cultural safety training

Develop a system to monitor staff level of knowledge of Aboriginal and Torres Strait Islander histories and cultures over time, including an annual staff survey on cultural safety training

Review and update mandatory Welcome to Country policy that includes cultural protocols and Acknowledgement of Country

Invite a local traditional owner or custodian to provide a Welcome to Country as a mandatory requirement at all significant HNC events/meetings

Consideration of cultural performances such as dancers, smoking ceremony and digeridoo for high profile events

Acknowledgement of Country at all HNC events/ meetings

Consult Elders well in advance of event regarding the agenda and fee of the Welcome to Country

Provide opportunities for younger people to perform a Welcome to Country with approval from traditional owner Elders

Inclusion of personalised Acknowledgement of Country in staff email footers

TIMELINE

30 Jun 2022

30 Jun 2022

30 Jun 2022

30 Jun 2022

30 Jun 2022

30 Jun 2022

31 Dec 2021
31 Dec 2022

01 Jan 2022
01 Jan 2023

01 Jan 2022
01 Jan 2023

01 Jan 2022
01 Jan 2023

01 Jan 2022
01 Jan 2023

01 Jan 2022
01 Jan 2023

01 Jan 2022

RESPONSIBILITY

Deputy Director of Aboriginal Health

Deputy Director of Aboriginal Health

Deputy Director of Aboriginal Health

CEO, Deputy Director of Aboriginal Health

CEO, Director of Corporate Services, Deputy Director of Aboriginal Health

Communications Manager, Senior Project Officer, Deputy Director of Aboriginal Health

Director of Corporate Services

CEO, all staff

CEO, all staff

CEO, all staff

Deputy Director of Aboriginal Health

Deputy Director of Aboriginal Health, RWG

Communications Manager, Office Managers

Respect

Valuing Aboriginal and Torres Strait Islander peoples, their cultures, and connection to country helps us build better services together which reflect their lived experience, skills and knowledge.

FOCUS AREA

Promote health equity through strategic investment

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
2.2 CONT Engage the HNC Board, Executive Team and all employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements	Display an Acknowledgment of Country plaque (local language groups) and flags in each HNC office location	30 Jun 2022	Communications Manager, Senior Project Officer
	Develop a list of key contacts for organising a Welcome to Country to maintain respectful partnerships	31 Dec 2021	Deputy Director of Aboriginal Health
2.3 Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their cultures and communities by celebrating NAIDOC Week	Review HR policies and procedures to ensure Aboriginal and Torres Strait Islander staff are encouraged and supported to participate with their cultures and community during NAIDOC Week activities	31 Mar 2022	Director of Corporate Services
	Provide opportunities for RWG and non-Aboriginal staff to participate in NAIDOC Week activities	Jul 2022 Jul 2023	CEO
	Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week	Jul 2022 Jul 2023	Director of Corporate Services
	Support an external NAIDOC Week community event	Jul 2022 Jul 2023	Deputy Director of Aboriginal Health
	Review workplace policies to include Sorry Business as compassionate leave	30 Jun 2022	Director of Corporate Services
2.4 Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their cultures and communities by celebrating cultural days of significance	Consult with Aboriginal and Torres Strait Islander staff and community members to develop an approach to Australia Day activities enhancing cultural safety	30 Jun 2022	Senior Project Officer, Deputy Director of Aboriginal Health
	Create an annual HNC Aboriginal and Torres Strait Islander calendar of events	Jan 2022 Jan 2023	Senior Project Officer
	Encourage staff participation to celebrate and recognise Aboriginal and Torres Strait Islander dates of significance	30 Jun 2022	CEO



Art on Bundjalung Market on Widjabul/Wiyabul Bundjalung Country, in Lismore — the culmination of a 12-month project that has been supported by Healthy North Coast through the North Coast PHN Program and the Federal Government's Indigenous Languages and Arts program.

Photo by Kate Holmes

Opportunities

Building opportunities through the way we commission services and employ, contract and partner with Aboriginal and Torres Strait Islander peoples demonstrates our commitment to repairing relationships and empowers our Aboriginal and Torres Strait Islander community to reach their full potential.

FOCUS AREA

Strengthen the health workforce, general practices and the health care neighbourhood and build the organisation's sustainability

ACTION

3.1 Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace

DELIVERABLES

Review the cultural environment of HNC by interviewing current and past Aboriginal and Torres Strait Islander employees

Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy

Develop and implement Aboriginal and Torres Strait Islander employment and retention strategy within the HNC Strategic Workforce Plan 2020-2023

Support Aboriginal and Torres Strait Islander staff members' professional development and career pathways

Review HR policies and procedures to ensure there are no barriers to employment for current and future employees

Advertise all vacancies in Aboriginal and Torres Strait Islander media (Koori Mail, HealthInfoNet) including the statement: 'Aboriginal and Torres Strait Islander people are encouraged to apply' in all job advertisements

Provide opportunities for Aboriginal and Torres Strait Islander employees to develop career pathways to management positions

Offer mentorship (Elder, leader) for Aboriginal and Torres Strait Islander employees through staff induction processes

Include at least one Aboriginal and/or Torres Strait Islander representative on recruitment and selection panels for positions in Aboriginal and Torres Strait Islander health or commissioning of Aboriginal and Torres Strait Islander services or where the applicant is an Aboriginal and/or Torres Strait Islander person

Increase the number of HNC Aboriginal and Torres Strait employees to at least 5 per cent of total employees, reflective of the wider community

3.2 Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation

Develop and implement an Aboriginal and Torres Strait Islander procurement strategy

Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses

TIMELINE

30 June 2022

31 Aug 2022

31 Jan 2023

30 Jun 2022

30 Jun 2022

30 Jun 2022

30 Jun 2022

30 Jun 2022

30 Jun 2022

30 Jun 2023

30 Jun 2022

30 Jun 2022

RESPONSIBILITY

Director of Corporate Services, Deputy Director of Aboriginal Health

Director of Corporate Services, Senior Project Manager

CEO, Director of Corporate Services, Deputy Director of Aboriginal Health

Director of Corporate Services, Deputy Director of Aboriginal Health

Director of Corporate Services

Director of Corporate Services

Director of Corporate Services

Director of Corporate Services, Deputy Director of Aboriginal Health

Director of Corporate Services

CEO, Director of Corporate Services

Director of Corporate Services

Director of Corporate Services

Opportunities

Building opportunities through the way we commission services and employ, contract and partner with Aboriginal and Torres Strait Islander peoples demonstrates our commitment to repairing relationships and empowers our Aboriginal and Torres Strait Islander community to reach their full potential.

FOCUS AREA

Strengthen the health workforce, general practices and the health care neighbourhood and build the organisation's sustainability

ACTION

3.2 CONT

Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation

DELIVERABLES

Investigate, create and communicate to staff a supplier list of Aboriginal and/ or Torres Strait Islander businesses that can be used to procure goods and services

Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses

Develop at least two commercial relationships with an Aboriginal and/or Torres Strait Islander owned businesses in each office location

Investigate Supply Nation membership

Investigate opportunities for at least two traineeships per year for an Aboriginal and/or Torres Strait Islander person. Approach universities, vocational training organisations and employment agencies

Approach and partner with universities, vocational training organisations and employment agencies to increase employment opportunities for young people

Develop and implement an Aboriginal and Torres Strait Islander Commissioning Framework to ensure Aboriginal and Torres Strait Islander services are preferred providers for Aboriginal and Torres Strait Islander health

Identify principles for commissioning funds to Aboriginal and Torres Strait Islander services

Develop HNC's cultural safety requirements for non-Aboriginal commissioned organisations, including an acknowledgement of history and importance of cultural safety

TIMELINE

30 Jun 2022

30 Jun 2022

30 Jun 2022

31 Dec 2021

30 Jun 2022

30 Jun 2022

31 Dec 2022

31 Dec 2022

31 Dec 2022

RESPONSIBILITY

Director of Corporate Services

Director of Corporate Services

Director of Corporate Services, Office Managers

Director of Corporate Services

Director of Corporate Services

Deputy Director of Aboriginal Health, Director of Corporate Services

Deputy Director of Aboriginal Health, Director of Commissioning

Deputy Director of Aboriginal Health, Director of Commissioning

Deputy Director of Aboriginal Health, Director of Commissioning

3.3

Investigate opportunities to support Aboriginal and Torres Strait Islander youth and students

3.4

Maximise opportunities for Aboriginal and Torres Strait Islander peoples/organisations in HNC's commissioning processes and allocation of funding for community services in the region

Governance, tracking progress and reporting

FOCUS AREA

Build the organisation's sustainability

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
4.1 Provide appropriate support for effective implementation of RAP commitments	Define resource needs for RAP implementation	31 Aug 2021	Director of Corporate Services, Deputy Director of Aboriginal Health
	Engage our senior leaders and other staff in the delivery of RAP commitments	31 Aug 2021	Senior Project Officer
	Define and maintain appropriate systems to track, measure and report on RAP commitments	31 Aug 2021	Senior Project Officer, Director of Corporate Services
	Appoint and maintain an internal RAP champion from senior management	31 Aug 2021	CEO
4.2 Engage the Board, Executive and all employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning	RWG to collect data for the RAP Impact Measurement Questionnaire	Jul 2022 Jul 2023	Senior Project Officer
	RWG to seek internal approval to submit the RAP Impact Measurement questionnaire to Reconciliation Australia	Aug 2022 Aug 2023	Senior Project Officer
	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually	Sep 2022 Sep 2023	Senior Project Officer, Director of Corporate Services
	Investigate participation in the Workplace RAP Barometer on review of the HNC RAP	May 2022	Senior Project Officer
4.3 Publicly report RAP progress annually	Report quarterly RAP achievements, challenges and learnings via multiple channels to inform progress at board meetings, executive meetings and office meetings	Mar, Jun, Sept, Dec 2022 Mar, Jun 2023	Senior Project Officer, Director of Corporate Services
	Publicly report RAP achievements, challenges and learnings via multiple channels to inform progress annually	June 2022 June 2023	Deputy Director of Aboriginal Health, Director of Corporate Services, Communications Manager
4.4 Review, refresh and update RAP	Liaise with Reconciliation Australia and register via Reconciliation Australia's website to develop a new RAP based on learnings, challenges and achievements	31 Jan 2023	Senior Project Officer
	Submit draft RAP to Reconciliation Australia for review and feedback	31 Mar 2023	CEO, Senior Project Officer
	Submit draft RAP to Reconciliation Australia for formal endorsement	31 Aug 2023	CEO, Senior Project Officer



Aunty Gwen Hickling performing at Art on
Bundjalung Market, on Widjabul/Wiyabul
Bundjalung Country, in Lismore NSW | 2019
Photo by Kate Holmes



**RECONCILIATION
ACTION PLAN**

INNOVATE

**Healthy
NORTH COAST**

phn
NORTH COAST
An Australian Government Initiative

Healthy North Coast is an independent, not-for-profit organisation proudly delivering the PHN Program in North Coast NSW. We are committed to improving the health of our communities through quality primary health care. The PHN Program is an Australian Government initiative.

hnc.org.au enquiries@hnc.org.au ABN 18 154 252 132