



INNOVATE RECONCILIATION ACTION PLAN

JULY 2024 TO JULY 2026

**HEALTHY
NORTH COAST**

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NORTH COAST
An Australian Government Initiative



RECONCILIATION
ACTION PLAN
INNOVATE

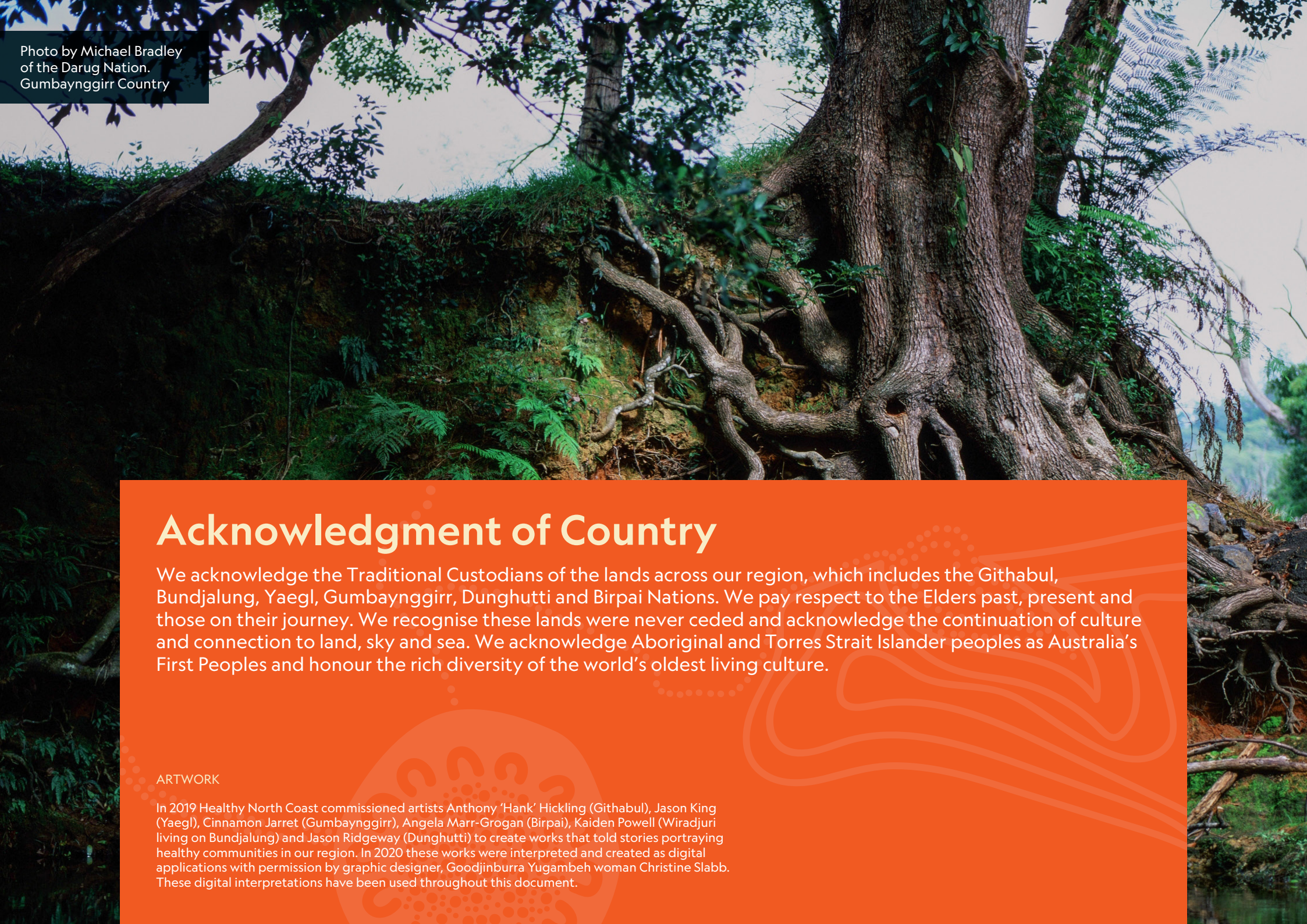


Photo by Michael Bradley
of the Darug Nation.
Gumbaynggirr Country

Acknowledgment of Country

We acknowledge the Traditional Custodians of the lands across our region, which includes the Githabul, Bundjalung, Yaegl, Gumbaynggirr, Dunghutti and Birpai Nations. We pay respect to the Elders past, present and those on their journey. We recognise these lands were never ceded and acknowledge the continuation of culture and connection to land, sky and sea. We acknowledge Aboriginal and Torres Strait Islander peoples as Australia's First Peoples and honour the rich diversity of the world's oldest living culture.

ARTWORK

In 2019 Healthy North Coast commissioned artists Anthony 'Hank' Hickling (Githabul), Jason King (Yaegl), Cinnamon Jarret (Gumbaynggirr), 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. In 2020 these works were interpreted and created as digital applications with permission by graphic designer, Goodjinburra Yugambeh woman Christine Slabb. These digital interpretations have been used throughout this document.



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A message from Healthy North Coast

The Traditional Custodians of the Mid North Coast and Northern NSW have cared for this land for thousands of years.

6% of our people in Healthy North Coast's region (over 25,000 people) identify as Aboriginal and/or Torres Strait Islander, compared to the NSW average of 3.4%. Our region comprises six wonderfully unique Aboriginal nations: Githabul, Bundjalung, Yaegl, Gumbaynggirr, Dunghutti and Birpai.

It's because of this rich diversity that we feel a special commitment to reconciliation – especially in the world of health, where our Aboriginal community members, unfortunately, experience poorer health than non-Indigenous people. These inequities are unacceptable.

Healthy North Coast's vision is to build a person-centred health system in which each member of the North Coast community, especially those with the greatest need, receives care that is integrated, high-quality and easy to access.

Our commitment to closing the gap and reducing health inequity for Aboriginal people and communities is paramount to each of our objectives and outcomes.



Monika Wheeler, Chief Executive, Healthy North Coast

This Innovate Reconciliation Action Plan is a testament to our dedication to reconciliation and partnership. There is still work to do but together, we will continue to improve health outcomes and empower communities to reach their full potential. I am privileged to lead Healthy North Coast in this important work, and I am optimistic that our ongoing efforts will continue to make positive impacts in the community.

Together, we can build a future that acknowledges the past but looks to a better future, creating lasting, positive change where Aboriginal people have the same or better health outcomes as non-Aboriginal people.

Dr Adrian Gilliland, Board Chair, Healthy North Coast



A message from Reconciliation Australia

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

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

With close to 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 continues to be part of a strong network of more than 2,500 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

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

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

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

These learnings extend to Healthy North Coast using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

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

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

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

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



Karen Mundine
Chief Executive Officer
Reconciliation Australia



Healthy North Coast staff enjoyed tasting some delicious bush tucker foods during a Walgun (Cape Byron) Cultural Tour.

Bundjalung Country

Our vision for reconciliation

Healthy North Coast acknowledges past and present injustices and recognises Aboriginal and Torres Strait Islander distinct cultures, values and inherent rights as the First Peoples of Australia. We acknowledge the historical and ongoing contribution of Aboriginal peoples and communities. Healthy North Coast is on a continuing journey of learning and understanding and is deeply committed to the ongoing implementation of our Reconciliation Action Plan (RAP). At Healthy North Coast, we hold ourselves as individuals and as an organisation to account in developing our maturity and knowledge of cultural safety within our workplace and commissioning activities, health services and communities more broadly to ensure accessible, clinically and culturally safe primary health services.

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, developing and strengthening trusting and reciprocal relationships, and equitable outcomes. At Healthy North Coast, we will collaborate with Aboriginal and Torres Strait Islander peoples, communities and individuals to enhance partnerships that build capacity for meeting the health and wellbeing needs of Aboriginal and Torres Strait Islander peoples, with respect and understanding of culture.

The Healthy North Coast Board, executives and staff are committed to implementing each action and deliverable within our Innovate RAP and acknowledge it is a key priority for our organisation.



Our business

Healthy North Coast 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 under the Primary Health Network (PHN) Program. Healthy North Coast's vision is better health for North Coast communities, and we aim to achieve it through building a person-centred health system in which each member of the North Coast communities, particularly those with the greatest need, receives integrated, high-quality care that is easy to access.

Healthy North Coast commissions primary and preventative healthcare programs that align with priority needs areas, including Aboriginal and Torres Strait Islander 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. Healthy North Coast commissions services and programs that are specifically designed to address gaps identified through regular, local needs assessments, and works collaboratively with communities and services to ensure our commissioned programs are responsive to community needs.

Healthy North Coast employs approximately 100 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.

The NSW North Coast 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 541,523 (2021 ABS), the North Coast is rapidly growing with an ageing population.

Birpai Country



The North Coast region has over 25,000 Aboriginal and Torres Strait Islander peoples, representing 6 per cent of the region's population. The region includes Nations based on the Githabul, Bundjalung, Yaegl, Gumbaynggirr, Dunghutti, and Birpai land. 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, four federal and seven state electoral divisions, six Aboriginal Nations, thirteen Local Aboriginal Land Councils and aligns with two Local Health Districts; the Northern NSW Local Health District and the Mid North Coast Local Health District.

In 2023, Healthy North Coast, in partnership with the six North Coast Aboriginal Medical Services, launched a landmark agreement that will place an increased focus on improving health outcomes for Aboriginal and Torres Strait Islander peoples across the North Coast – the North Coast Aboriginal Health Partnership. The Partnership seeks to progress the 'National Aboriginal and Torres Strait Islander Health Plan 2021-2031' vision whereby "Aboriginal and Torres Strait Islander people enjoy long, healthy lives that are centred in culture, with access to services that are prevention-focused, culturally safe and responsive, equitable and free of racism". The Partnership recognises Aboriginal Community Controlled Health Services as the experts in Aboriginal health and supports collective decision-making and priority setting for mutual priorities and resources.



Our Reconciliation Action Plan

Aboriginal and Torres Strait Islander health is core business for Healthy North Coast 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 outcomes. We explore every opportunity to embed responsibility of our commitment, including developing an Innovate RAP, to improve cultural safety within our organisation, our commissioned services and among our staff and stakeholders. The RAP outlines how Healthy North Coast contributes to reducing the gap in outcomes between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians through the implementation of long-term, sustainable activities.

With the implementation of the Healthy North Coast Innovate RAP, we aim to build upon our established relationships with Aboriginal and Torres Strait Islander organisations and communities. We will 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.

Healthy North Coast staff 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 Healthy North Coast employees are encouraged to participate in local NAIDOC Week festivities.

Healthy North Coast developed its first Innovate RAP 2021 to 2023 to signify its commitment to working in partnership with Aboriginal and Torres Strait Islander peoples to address inequities, especially in Closing the Gap. Our first Innovate RAP was completed in August 2023, with only three deliverables remaining in various stages of completion that have been continued into our second Innovate RAP.

The most significant achievements of our first Innovate RAP are:

The completion of all but five (5) of the 86 deliverables. The outstanding deliverables, including the Aboriginal and Torres Strait Islander Workforce Development Strategy, were in draft stages and will be completed as part of the second Innovative RAP.

In 2023, a Reconciliation Action Plan Lead was recruited to work full time to drive 2021-2023 RAP deliverables. This has helped the organisation to dedicate the necessary time into progressing activities.

Positive race relations were promoted through anti-discrimination strategies by reviewing and updating Healthy North Coast equal employment opportunities (EEO) and anti-discrimination principles (as incorporated into the Healthy North Coast People Support and Wellbeing Policy). This included strengthening leadership awareness of the effects of racism and the addition of Aboriginal and Torres Strait Islander lateral violence in the policy.

Healthy North Coast hosted National Reconciliation Week (NRW) events across all its offices, and all staff and senior leaders were encouraged to support and participate in at least one external event to recognise and celebrate NRW.

Healthy North Coast's Welcome to Country and Acknowledgement of Country Procedure was reviewed and updated to provide more standardisation across the organisation.



Our Reconciliation Action Plan working group

The Healthy North Coast RAP Working Group (RAPWG) consists of both internal and external members, with at least half of the group being Aboriginal and/or Torres Strait Islander people.



Photo by Michael Bradley
of the Darug Nation.
Gumbaynggirr Country





Relationships

Meaningful, strong relationships built on trust, integrity and mutual respect are essential to working with Aboriginal and Torres Strait Islander peoples to improve social, cultural and emotional wellbeing. Our partnerships and engagement with local Aboriginal and Torres Strait Islander peoples are key to understanding the strengths and ideas our Aboriginal and Torres Strait Islander community members bring, and for how we can promote a culturally safe, person-, family- and community-centred region. Building strong relationships will align with Healthy North Coast's focus on equity, one of our strategic impact areas.

Focus area: Strengthen capacity for the provision of culturally safe and responsive services to meet the needs of Aboriginal and Torres Strait Islander peoples.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	1.1 Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement	Dec 2024	Director People Planning and Performance (PPP)
	1.2 Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations	Jul 2025	Director Aboriginal Health Partnerships
	1.3 Develop joint ventures, partnerships, secondments and community capacity opportunities	Dec 2024	Director Aboriginal Health Partnerships
2. Build relationships through celebrating National Reconciliation Week (NRW)	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff	27 May 2025, 2026	RAP Lead
	2.2 RAP Working Group members to participate in an external NRW event	27 May - 3 Jun 2025, 2026	RAP Lead
	2.3 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW	27 May - 3 Jun 2025, 2026	Lead - CEO Support - All Directors RAP Lead
	2.4 Organise at least one NRW event each year at each of our four offices	27 May - 3 Jun 2025, 2026	RAP Lead

	2.5 Register all our NRW events on Reconciliation Australia's NRW website	May, 2025, 2026	RAP Lead
	2.6 Promote Reconciliation Australia NRW links in the Healthy North Coast Practitioner Newsletter	May 2025, 2026	Director Communications and Digital Services
3. Promote reconciliation through our sphere of influence	3.1 Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce	Feb 2025	Director Aboriginal Health Partnerships
	3.2 Communicate our commitment to reconciliation publicly	Jun 2025, 2026	Lead - CEO Support - All Directors RAP Lead
	3.3 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes	Jun 2025, 2026	All Directors
	3.4 Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation	Feb 2025	RAP Lead
4. Promote positive race relations through anti-discrimination strategies	4.1 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs	Jun 2025, 2026	Director PPP
	4.2 Develop, implement and communicate an anti-discrimination policy for Healthy North Coast	Nov 2024, 2025	Director PPP
	4.3 Engage with Aboriginal and Torres Strait Islander staff and Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy	Jan 2025	Director PPP
	4.4 Ensure our work environment supports no tolerance for racism, including a procedure for disciplinary action when racism is identified	Oct 2024	CEO
	4.5 Educate senior leaders on the effects of racism	May 2025	Director PPP
	4.6 Include effects of lateral violence in the workplace and community in staff orientation program (Yarning Circle)	Sep 2024	Director PPP
	4.7 Promote Harmony Week throughout the Healthy North Coast footprint	Mar 2025, 2026	All Managers



Respect

Valuing Aboriginal and Torres Strait Islander peoples, their cultures and connection to Country helps us build better services together that reflect their lived experience, skills and knowledge. Healthy North Coast consults and commits to working closely with local Aboriginal and Torres Strait Islander organisations, services and people across our footprint to best inform our understanding of working with Aboriginal and Torres Strait Islander peoples in a culturally safe and respectful way.

Focus area: Promote health equity through strategic investment and demonstrate a high standard of cultural safety and competency. This aligns with our strategic plan, A Focus On Equity

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	5.1 Conduct a review of cultural learning needs within Healthy North Coast	Jan 2025	Director Aboriginal Health Partnerships
	5.2 Consult local Traditional Custodians and Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy	Sep 2024	Director Aboriginal Health Partnerships
	5.3 Develop, implement, and communicate a cultural learning strategy document for our staff	Oct 2024	RAP Lead
	5.4 Provide opportunities for all staff to receive face-to-face cultural safety training in small groups in Yarning Circles	Aug 2024	RAP Lead
	5.5 Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning	Aug 2024	Director Aboriginal Health Partnerships
	5.6 Display an Acknowledgement of Country plaque (local language groups) and flags at each Healthy North Coast office location	Dec 2025, 2026	Director Communications and Digital Services
	5.7 Maintain an updated list of key contacts for organising Welcome to Country to maintain respectful partnerships	Aug 2024, 2025	Director Aboriginal Health Partnerships
	5.8 Develop Healthy North Coast Cultural safety requirements for non-Aboriginal commissioned organisations, including an acknowledgement of history and importance of cultural safety	Mar 2025	Director Aboriginal Health Partnerships

6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	6.1 Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	Nov 2024	Director Aboriginal Health Partnerships
	6.2 Consult Elders well in advance of upcoming events regarding agenda and fee for service	Sep 2024, 2025	Director Aboriginal Health Partnerships
	6.3 Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country	Nov 2024	Director Aboriginal Health Partnerships
	6.4 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year	Sep 2024	Director Aboriginal Health Partnerships
	6.5 Consideration of cultural performances such as dancers, smoking ceremony and didgeridoo for high-profile events and where relevant	Sep 2024	Director Aboriginal Health Partnerships
	6.6 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings	Jul 2024	RAP Lead All staff
	6.7 Provide opportunities for younger people to perform a Welcome to Country with approval from Traditional Custodian Elders	Oct 2024	Director Aboriginal Health Partnerships
	6.8 Create an annual Healthy North Coast Aboriginal and Torres Strait Islander calendar of events	Dec 2024	RAP Lead
	6.9 Enable Healthy North Coast staff the choice of working on 26th January each year and make provision for a day in lieu when requested	Dec 2024	Director PPP
	6.10 Oral and written welcome/hello to be bilingual with English and local Aboriginal and Torres Strait Islander Country	Oct 2024	Director PPP
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	7.1 RAP Working Group to participate in an external NAIDOC Week event	First week in Jul 2025, 2026	RAP Lead
	7.2 Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week	Sep 2024	Director PPP
	7.3 Promote and encourage participation in external NAIDOC events to all staff	First week in Jul 2025, 2026	CEO



Opportunities

Building opportunities through the way we commission services and employ, contract and partner with Aboriginal and Torres Strait Islander people demonstrates our commitment to repairing relationships and empowers our Aboriginal and Torres Strait Islander communities to reach their full potential. We will attract and retain a high-quality workforce that is representative of our local Aboriginal and Torres Strait Islander population. Healthy North Coast is committed to ensuring expanded opportunities are available to Aboriginal and Torres Strait Islander peoples across the Healthy North Coast region.

Focus area: Strengthen the health workforce, general practices and the health care neighbourhood and build the organisation's sustainability. This focus area aligns with our Strategic Plan, A Focus On Stewardship and A Focus On Equity

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development	8.1 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	Dec 2024	Director PPP
	8.2 Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy	Dec 2024	Lead - Director PPP Support - RAP Lead
	8.3 Review the cultural environment of Healthy North Coast by yarning with Aboriginal and Torres Strait Islander employees	Aug 2024	Director PPP RAP Lead
	8.4 Develop and implement an Aboriginal and Torres Strait Islander peoples recruitment, retention and professional development strategy	Jun 2025	Director PPP
	8.5 Supporting Aboriginal and Torres Strait Islander staff members professional development and career pathways	Jun 2025, 2026	Director PPP
	8.6 Providing opportunities for Aboriginal and Torres Strait Islander employees to develop career pathways to senior positions	Jun 2025, 2026	Director PPP
	8.7 Offering mentorship (Elders, Leaders) for Aboriginal and Torres Strait Islander employees, commencing from staff induction process	Aug 2024, 2025, 2026	Director PPP

8.8 Include at least one Aboriginal or Torres Strait Islander representative on the recruitment and selection process for positions where Aboriginal candidates have applied	Aug 2024, 2025	Director PPP
8.9 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders	Aug 2024	Lead - Director PPP Support - HR
8.10 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in the Healthy North Coast workplace	Dec 2024, 2025	Lead - Director PPP Support - HR
8.11 Organise quarterly forums for all Aboriginal and Torres Strait Islander staff to meet and discuss matters relevant to their employment, career and support in the workplace	Jul 2024, 2025, 2026	Lead - Director PPP Support - HR
8.12 Investigate opportunities for at least two traineeships per year for Aboriginal and Torres Strait Islander people through partnerships with job networks, TAFE and universities	Oct 2024, 2025, 2026	Lead - Director PPP Support - HR

9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	9.1 Develop and implement an Aboriginal and Torres Strait Islander peoples procurement strategy	Mar 2025	Director Aboriginal Health Partnerships
	9.2 Investigate Supply Nation membership	Mar 2025	Director Aboriginal Health Partnerships
	9.3 Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff	Jan 2025	RAP Lead
	9.4 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses	Feb 2025	RAP Lead
	9.5 Develop commercial relationships with Aboriginal and Torres Strait Islander businesses	Feb 2025	RAP Lead

10. Develop the capacity, skills and knowledge of our workforce to deliver best practice outcomes for Aboriginal and Torres Strait Islander staff through a culture of continuous professional and personal growth, where individuals are inspired by what they do	10.1 Ensure Aboriginal and Torres Strait Islander staff, like all staff, hear feedback about their performance, as encouragement and acknowledgement are important in building confidence and supporting career development	Nov 2024	Lead - Director PPP Support - HR
	10.2 Create an open and trusting relationship and ensure staff feel comfortable and safe to express themselves to eliminate feelings of shame and estrangement	Feb 2025	Lead - Director PPP Support - HR
	10.3 Provide and encourage opportunities for ongoing training and study in areas that staff express interest in	May 2025	Lead - Director PPP Support - HR
	10.4 Promote Healthy North Coast as an employer of choice	May 2025	Lead - Director PPP Support - HR



Governance

Embed an effective and efficient structure of monitoring and reporting system for reconciliation activities to ensure deliverables are tracked and reported against.

Focus area: Build the organisation's sustainability.

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working Group (RAP WG) to drive governance of the RAP	11.1 Maintain Aboriginal and Torres Strait Islander representation on the RAP WG	Jul 2024, 2025, 2026	Lead - Director PPP Support - RAP Lead
	11.2 Establish and apply a Terms of Reference for the RAP WG	Dec 2024, 2025	Lead - Director PPP Support - RAP Lead
	11.3 Meet at least four times per year to drive and monitor RAP implementation	Aug 2024, 2025	Lead - Director PPP Support - RAP Lead
12. Provide appropriate support for the effective implementation of RAP commitments	12.1 Define resource needs for RAP implementation	Jul 2024	Director PPP
	12.2 Engage the Board, senior leaders and other staff in the delivery of RAP commitments	Aug 2024	Lead - Director PPP Support - RAP Lead
	12.3 Define and maintain appropriate systems to track, measure and report on RAP commitments	Dec 2024, 2025	RAP Lead
	12.4 Appoint and maintain an internal RAP Champion from senior management	Jul 2024	Director PPP
13. Build accountability and transparency through reporting RAP achievements, challenges and lessons both internally and externally	13.1 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	July 2024, 2025, 2026	RAP Lead

13.2 Contact Reconciliation Australia to request our unique link to access the online RAP Impact Measurement Questionnaire	1 Aug 2024, 2025	RAP Lead
13.3 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia	30 Sep 2024, 2025	RAP Lead
13.4 Report RAP progress to the Board, executives and all staff quarterly	Sep 2024, 2025, 2026	Director PPP
13.5 Publicly report Healthy North Coast's RAP achievements, challenges, and lessons annually	Sep 2024, 2025	Lead - Director Communications and Digital Services Support - RAP Lead
13.6 Investigate participating in Reconciliation Australia's biennial Australian Reconciliation Barometer	Jul 2024	Lead - Director PPP Support - RAP Lead
13.7 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP	May 2026	Lead - Director PPP Support - RAP Lead

14. Continue our reconciliation journey by developing our next RAP

14.1 Register via Reconciliation Australia's website to begin developing our next RAP

Dec 2025

RAP Lead

Photo by Michael Bradley
of the Darug Nation.
Gumbaynggirr Country

For more information visit:
hnc.org.au