

Central and Eastern Sydney PHN  
Innovate Reconciliation Action Plan  
June 2018 – June 2020





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Central and Eastern  
Sydney PHN  
acknowledges the  
Traditional Owners of  
this land, and their Elders  
past and present.





# Nature walk with Uncle Vic

In October 2017 Uncle Vic Simms, a Bidjigal Elder, took a group of Central and Eastern Sydney PHN staff on a guided cultural walk. He spoke about his country around La Perouse, sharing his knowledge and providing insight into the cultural history of the local area. Uncle Vic spoke about his upbringing in La Perouse and shared his knowledge of local flora and fauna.





# Cultural painting project

In September 2017 we were fortunate to have a visit from Aunty Alice (Ali) Golding who spent the day with Central and Eastern Sydney PHN staff discussing the core concepts we wanted our cultural artwork to represent. Aunty Ali suggested the use of dilly bags, which are traditionally used to transport gathered objects, to 'carry' the key messages of the RAP.

With the assistance of Aunty Ali, Central and Eastern Sydney PHN staff set to work collaboratively painting a range of dilly bags to carry key objectives of the RAP and symbolically surrounded them with communities and pathways.







# Foreword from Chair and CEO

The Board and senior management are proud of this Reconciliation Action Plan and give it our full support. It has been developed by our staff in consultation with members of the Aboriginal and Torres Strait Islander communities we serve and overseen by an external Aboriginal Advisory Committee.

As an organisation that is committed to improving how the health system works and addressing local health needs, this Plan will enable us to form partnerships to design and evaluate programs that meet the needs of Aboriginal and Torres Strait Islander peoples.

Our aim is to create relationships, environments and communications which are culturally acceptable, promote inclusivity, respect and value of Aboriginal and Torres Strait Islander peoples, identifying local community needs and improving the health and lives of Aboriginal and Torres Strait Islander peoples living in the Central and Eastern Sydney PHN area.

We acknowledge that sustained, respectful and inclusive engagement is essential to gaining an understanding of Aboriginal and Torres Strait Islander peoples. All staff are accountable for demonstrating and promoting cultural awareness and sensitivity within the organisation.

We will achieve better outcomes by embedding Aboriginal and Torres Strait Islander perspectives into the design, delivery and evaluation of policy, programs and services. We understand that recognising, respecting and valuing Aboriginal and Torres Strait Islander cultures is fundamental to improving our services.

Central and Eastern Sydney PHN is committed to growing and strengthening our Aboriginal and Torres Strait Islander workforce. We are determined to build a culturally safe environment, providing meaningful and rewarding employment for current and prospective Aboriginal and Torres Strait Islander employees.

We recognise, respect and celebrate the skills and contributions Aboriginal and Torres Strait Islander employees bring to the organisation and the vital role they play in addressing the needs of their own communities.



Dr Michael Moore  
*Chief Executive Officer, Central and Eastern Sydney PHN*



Dr Michael Wright  
*Chair, EIS Health Ltd. Board*



# Our vision for Reconciliation

Central and Eastern Sydney PHN respects and values the participation of and partnerships with Aboriginal and Torres Strait Islander peoples as we support, strengthen and shape a world class, person centred primary health care system which focusses on:

- Equity in health, social and emotional wellbeing of Aboriginal and Torres Strait Islander peoples
- Inclusion and value of Aboriginal and Torres Strait Islander peoples in Central and Eastern Sydney PHN policy, planning and decision making at all levels
- Respect and value of learning experiences for all to achieve meaningful and genuine connections with Aboriginal and Torres Strait Islander communities.

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

To make this vision a reality we will take the time to actively listen to and learn from Aboriginal and Torres Strait Islander peoples, and to promote our experiences and learnings amongst all of our staff.

We will be promoting, providing and supporting opportunities for Aboriginal and Torres Strait Islander peoples within our organisation and strongly encouraging the same within our commissioned service providers.





# Our business

Our organisation aims to improve how the health system works in our region of 1.5 million people. Primary health networks have three major roles: system improvement, service integration and commissioning of services to address gaps. The Central and Eastern Sydney PHN region stretches from Sutherland in the south to Bondi in the east and Strathfield in the west and includes both Lord Howe Island and Norfolk Island. We have offices located at Ashfield, Kogarah and Waverley.

Our organisation employs 117 staff equivalent to 101 FTE. The organisation currently employs one Aboriginal staff member and one Aboriginal advisor. There are Aboriginal representatives on both the Community and Clinical Councils - key groups that provide strategic advice to the Board. Additionally, there are eight Aboriginal identified positions among services we commission that work closely with the Aboriginal and Torres Strait Islander communities we serve.

One of the six key priorities of primary health networks is to undertake targeted work in Aboriginal and Torres Strait Islander health. This involves detailed consultation with local Aboriginal and Torres Strait Islander communities as well as primary health care professionals. Our other five key priorities for targeted work are in mental health, population health, health workforce, eHealth and aged care. Through consultation with the community and relevant stakeholders, Central and Eastern Sydney PHN aims to increase the efficiency and effectiveness of primary health care services for individuals as well as improving coordination of care to ensure that people receive the right care in the right place at the right time.

We provide programs and services that strengthen general practice and allied health services, including practice management support and continuing professional development. We also fund a range of programs focused on delivering integrated care with our local health districts and specialty health networks including Aboriginal health, antenatal shared care, aged care, HealthPathways, immunisation, mental health and sexual health.

Central and Eastern Sydney PHN commission services that aim to improve the capacity of mainstream primary care services to deliver culturally sensitive services to the central and eastern Sydney region. Commissioning is a continual and repeating cycle involving the development and implementation of services based on planning, procurement, monitoring and evaluation. The success of this process is based on consultation with local Aboriginal and Torres Strait Islander communities to create effective and locally-based health services.



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

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

We monitor the effectiveness of all the services that we fund, Central and Eastern Sydney PHN with key performance indicators to determine effectiveness. Our Monitoring and Evaluation Framework provides a structured plan for the review of all programs and activities with a focus on identifying what programs produce and their outcomes and impacts.





# Our Reconciliation Action Plan

All our staff have been involved in the development of the RAP. Our organisation held a NAIDOC Week event in 2017 where all staff worked in small groups to develop the vision for our RAP and identify priorities and strategies to address these. Four priorities were further refined by our internal RAP working group and reviewed by the external Aboriginal Advisory Group.

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

Developing a RAP will signify to our key stakeholders and Aboriginal and Torres Strait Islander communities the organisation's commitment to working in partnership with Aboriginal and Torres Strait Islander peoples to address inequalities, especially in health. The RAP outlines how Central and Eastern Sydney PHN intends to contribute to reducing the gap in outcomes between Aboriginal and Torres Strait Islander peoples and non-Aboriginal Australians through the implementation of long-term, sustainable activities.

Whilst Central and Eastern Sydney PHN has already undertaken a significant amount of work with Aboriginal and Torres Strait Islander peoples in our region, the RAP will formalise these activities and extend the connections we have with Aboriginal and Torres Strait Islander communities and organisations across all aspects of our work.

The executive champion of the RAP is the General Manager Corporate Services, Nathalie Hansen. A RAP Working Group was established in March 2017 that included representation from all areas of the organisation and that was supported by our Aboriginal Advisor, Sharlene McKenzie.

The working group meets monthly and includes the following members:

Rebecca Adams, Drug and Mental Health Program Officer

Anabela Figueredo, Aboriginal Health and Wellbeing Support Officer

Nathalie Hansen, General Manager Corporate Services

Kelly Horn, Administration Team Leader

Evelina Kozok, Practice Support Officer

Rachel Kurniawan, Mental Health Program Officer

Sharlene McKenzie, Aboriginal Advisor

Raynor McKay, Marketing and Communications Officer

Lisa Merrison, Aboriginal Health and Wellbeing Programs Manager

Jennifer Montgomery, Partners in Recovery Stakeholder and Transition Coordinator

Miryana Pavic, Human Resources Manager

Kira Wright, Immunisation Project Officer



The external Aboriginal Advisory Committee was established in July 2017 and has reviewed RAP documentation and provided advice on development of the Plan and strategies.

This committee also meets monthly and includes the following members (pictured L-R):

Top row:

Aunty Ali Golding

Aunty Barbara Keeley Simms

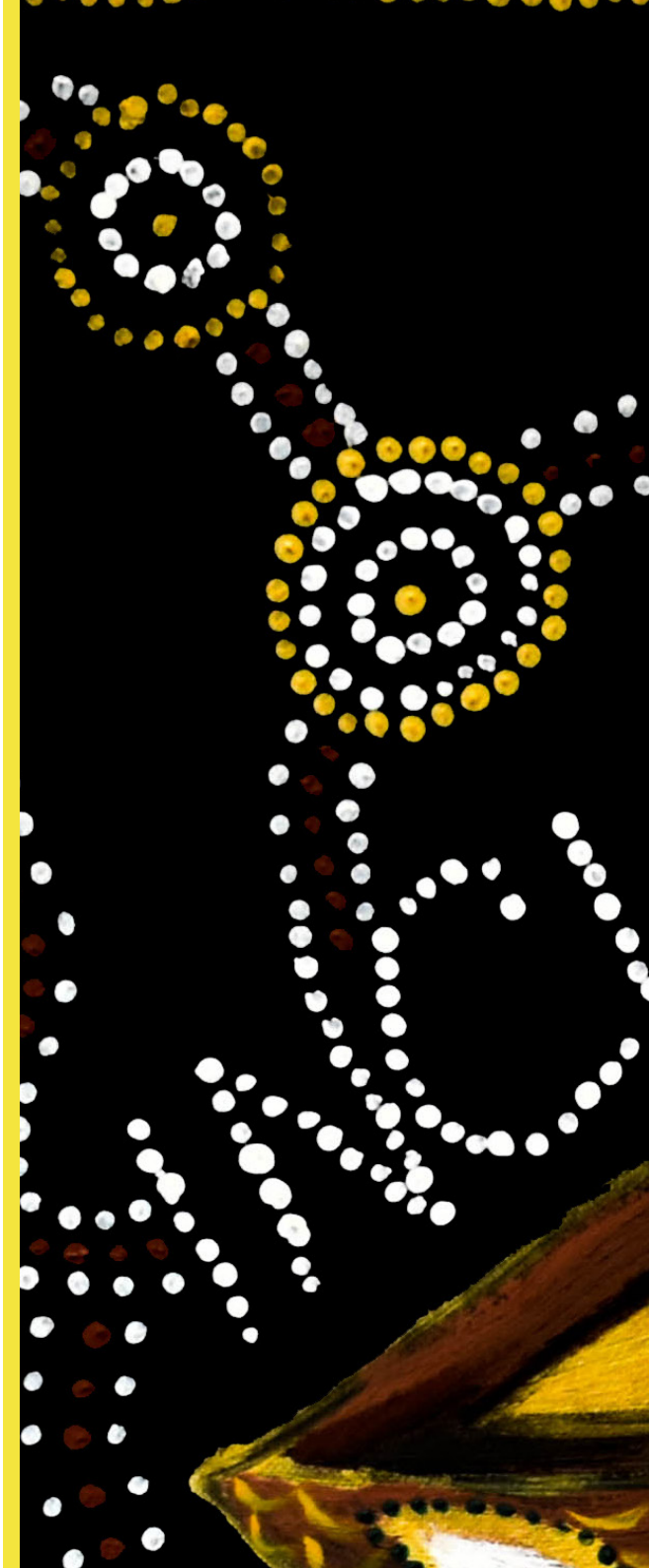
Yvonne Simms

Bottom row:

William (Bill) Ramage

Robin Duffy

Shaylee Mathews





# Our journey

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

Our journey commenced with a Statement of Intent which was presented to the Community Council for endorsement. Not only was the Statement approved but overwhelming support was given to the development of a more comprehensive and meaningful RAP. As an organisation of highly motivated and dedicated individuals and teams, we are committed to positively contributing to closing the gap for Aboriginal and Torres Strait Islander communities by delivering demonstrable outcomes both through our RAP strategies and the daily work that we do.

To date we have:

- invited community Elders to participate in introductory cultural training activities
- involved a group of Aboriginal representatives in an Advisory capacity for the development of this RAP
- invited and involved community representatives in codesign workshops for some of our services
- engaged with local artists to develop artwork for our office environment
- contracted three Aboriginal owned and operated services with then intention to expand on this further.

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

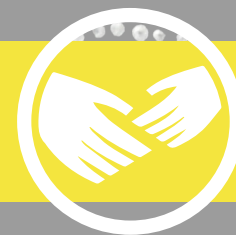
## Strategies that support our RAP

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

- Communication and Engagement Strategy (Relationships)
- Cultural Training Strategy (Respect)
- Aboriginal and Torres Strait Islander Employment and Retention Strategy (Opportunities)



# Relationships



Building strong relationships between Aboriginal and Torres Strait Islander peoples and other Australians is a key objective for Central and Eastern Sydney PHN, because of our commitment to positively impact health outcomes. We can only do this successfully by working in partnership.

Relationships with our clients, employees and other services are founded on mutual respect and trust. In light of the health disparities and poorer outcomes for Aboriginal and Torres Strait Islander peoples, we are committed to developing a mutual understanding and respect in order to work together effectively to promote Aboriginal and Torres Strait Islander health equality.

Action	Deliverable	Timeline	Responsibility
<b>1.</b> RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting	RWG oversees the development, endorsement and launch of the RAP.	Jun 2020	Chairperson of RWG
	Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG.	Jun 2018/19/20	
	Meet at least twice per year to monitor and report on RAP implementation.	Jun/Dec 2018/19	
	Establish Terms of Reference for the RWG.	Jun 2018	
	Organise monthly meetings with the Aboriginal Advisory Group to provide cultural advice to the representatives of the RWG.	Jun 2018	
<b>2.</b> Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	Develop and implement a strategy to communicate our RAP to all internal and external stakeholders.	Jun 2018	Marketing and Communications Team Leader
	Promote reconciliation through ongoing active engagement with all stakeholders.	Jan/Jul 2019	
	Publish experiences, success stories in newsletter/website at least six-monthly.	Dec 2018/Jul 2019	
	Develop internal and external websites to promote and collate Central and Eastern Sydney PHN's Aboriginal and Torres Strait Islander related activities.	Jun 2018	
	Internal site to be updated bi-monthly promoting and listing cultural events, links to industry, Koori Mail and resources.	Dec 2018	
	External site to be updated bi-monthly promoting and listing cultural events, links to industry, services and resources.	Jun 2019	
	Publish experiences, success stories in staff newsletter/website.	Jun 2019	
Develop and maintain a RAP Sharepoint page which acts as a centralised repository of information for all PHN staff to access.	Dec 2018		
<b>3.</b> Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders.	Jun 2019	Aboriginal Health and Wellbeing Programs Manager
	Meet with Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement.	Jul 2018	



Action	Deliverable	Timeline	Responsibility
4. Celebrate and participate in National Reconciliation Week (NRW)	<p>Register all NRW events via Reconciliation Australia's NRW website.</p> <p>Support an external NRW event.</p> <p>Organise at least one internal event for NRW each year.</p> <p>Organise at least one Central and Eastern Sydney PHN stall at external event during NRW.</p> <p>Ensure our RWG participate in an external event to recognise and celebrate NRW.</p> <p>All staff will be given the Annual Closing the Gap report to read and discuss.</p> <p>In consultation with the Aboriginal Advisory, during NRW festivities, one staff member will receive an award for cultural excellence and work within Aboriginal and Torres Strait Islander communities.</p>	May/June 2019/20	Aboriginal Health and Wellbeing Programs Manager
5. Increase Aboriginal and Torres Strait Islander people's involvement with Central and Eastern Sydney PHN	<p>Establish Aboriginal and Torres Strait Islander Council to provide advice on Aboriginal and Torres Strait Islander people's needs and service responses.</p> <p>Ensure that the Aboriginal and Torres Strait Islander Council meets quarterly</p> <p>Encourage ways of working in partnership with other Aboriginal and Torres Strait Islander organisations in the local region.</p> <p>Encourage Aboriginal and Torres Strait Islander representation on Community and Clinical Councils.</p> <p>Investigate Aboriginal and Torres Strait Islander representation on EIS Health Ltd. Board .</p> <p>Consultation with Aboriginal and Torres Strait Islander individuals/ community groups or organisations in designing and evaluating services, development of needs assessment and strategic planning</p>	<p>Dec 2018</p> <p>Sept/Dec 2018/19, Mar/June 2019</p> <p>June 2019</p> <p>Dec 2018</p> <p>June 2019</p> <p>June 2019</p>	<p>Aboriginal Health and Wellbeing Programs Manager</p> <p>General Manager Corporate Services CEO</p> <p>Aboriginal Health and Wellbeing Programs Manager</p>
6. Promote volunteering opportunities with Aboriginal and Torres Strait Islander organisations	<p>Establish relationships with Aboriginal and Torres Strait Islander organisations who have volunteering opportunities available.</p> <p>Promote volunteering opportunities at Aboriginal and Torres Strait Islander organisations to staff.</p> <p>Communicate to staff that they are able to apply for 7.6 hours per year to volunteer with Aboriginal and Torres Strait Islander organisations.</p>	<p>June 2018</p> <p>Mar 2019</p> <p>June 2018</p>	General Manager Corporate Services

Action	Deliverable	Timeline	Responsibility
7. Develop staff awards program	Quarterly staff recognition award to be titled with a significant Aboriginal or Torres Strait Islander person following consultation with our Aboriginal and Torres Strait Islander Advisory Group.	Mar/Jun/Sept/ Dec, 2018/19	General Manager Corporate Services



# Respect



Recognising, respecting and valuing Aboriginal and Torres Strait Islander cultures is fundamental to improving our services.

A strong level of cultural awareness and sensitivity within Central and Eastern Sydney PHN as 'a whole of organisation' approach will enable all employees to identify and develop skills that support better outcomes for Aboriginal and Torres Strait Islander peoples.

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

Action	Deliverable	Timeline	
8. Ensure external Central and Eastern Sydney PHN media and communications including referral resources are culturally appropriate	Develop promotional materials and communications that are representative of and culturally appropriate for Aboriginal and Torres Strait Islander peoples.	Sept 2018	Marketing and Communications Team Leader
	Ensure language on promotional communications is appropriate by reducing word limits and removing jargon.	Sept 2018	
	Test resources developed by Central and Eastern Sydney PHN are acceptable with appropriate community groups.	Jul 2018	Aboriginal Advisor
	Provide flexible approaches for eligibility and intake procedures for services for ease of access by Aboriginal and Torres Strait Islander peoples.	Jul 2018/20	General Manager Clinical Services
	Provide clear and culturally appropriate information and referral pathways to communities and providers around commissioned and internal services.	Dec 2018	
	Provide ongoing, culturally appropriate information to be made available at medical practices.	Jul 2018	Aboriginal Health and Wellbeing Programs Manager
	Promote Central and Eastern Sydney PHN commissioned services for Aboriginal and Torres Strait Islander peoples in Aboriginal publications and communications channels, such as Koori Radio and Koori Mail to ensure visibility within Aboriginal and Torres Strait Islander communities.	Dec 2018	
9. Conduct organisation cultural art activity	Staff will create artwork which can be used in PHN documentation under the guidance of an Aboriginal Elder.	May 2019/2020	Aboriginal Health and Wellbeing Programs Manager General Manager Corporate Services
	Facilitate tour of Aboriginal and Torres Strait Islander art and information as part of staff induction.	Jun 2018	
10. Promote and provide cultural awareness training to health service providers - including face-to-face opportunities	Provide training to support delivery of health assessments which are culturally acceptable. Hold two training sessions per year.	Mar/Jun/Sept 2019	Aboriginal Health and Wellbeing Programs Manager
11. Develop an internal resource library	The internal library will consist of educational materials which encourage respect for Aboriginal and Torres Strait Islander peoples and cultures, through greater awareness and understanding.	Jun/ Dec 2018, Jun 2019	Aboriginal Program Administrator

Action	Deliverable	Timeline	Responsibility
<b>12.</b> Ensure Central and Eastern Sydney PHN offices are culturally safe and inclusive for all Aboriginal and Torres Strait Islander staff, clients and stakeholders	Develop community news resource which reflects actions being taken in line with the objectives set out in the RAP.	Dec 2018	Marketing and Communications Team Leader Aboriginal Advisor
	All meeting or training spaces at PHN work sites will be renamed in honour of Aboriginal and Torres Strait Islander peoples in consultation with Local Traditional Owners, and our Aboriginal and Torres Strait Islander Advisory Group.	Jun/ Dec 2018	
	Provide access to Aboriginal and Torres Strait Islander media in staff common areas to improve knowledge, awareness and understanding of current affairs.	Jun 2018	Aboriginal Health and Wellbeing Programs Manager
	Lead by example with visual Acknowledgement of Country and respect for Traditional Owners.	Sept 2018	
	Explore the possibility of including Acknowledgement of Country and Traditional Owners on staff computer screensavers.	Dec 2018	Infrastructure Manager
<b>13.</b> Celebrate and recognise Aboriginal and Torres Strait Islander dates of significance	Circulate relevant dates of significance to all staff, with the invitation links to be included on the RAP SharePoint page.	Jun 2018	Aboriginal Health and Wellbeing Programs Manager
	Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.	Sept 2018	
<b>14.</b> Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their cultures and communities by celebrating NAIDOC Week and participating in ceremonial and cultural community obligations	Review Human Resources policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.	Jul 2018/19	General Manager Corporate Services
	Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week.	Jun 2018/19/20	
	Consult with Aboriginal and Torres Strait Islander peoples to hold an internal or external NAIDOC Week event.	Jun 2018/19	Aboriginal Health and Wellbeing Programs Manager



Action	Deliverable	Timeline	Responsibility
<p><b>15.</b> Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements</p>	Develop and implement an Aboriginal and Torres Strait Islander cultural awareness training strategy for our staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion).	Jun/Dec 2018	<p>General Manager Corporate Services</p>
	Develop and deliver appropriate cultural awareness/engagement sessions for staff, Board and Council Members, aiming for 100 per cent attendance rate of workforce.	Jun 2018	
	Ensure that the induction program for new employees includes information on Aboriginal and Torres Strait Islander cultural e-learning and other cultural development opportunities.	Sept 2018	
	Pre-training reading material distributed to all staff as part of induction.	Jul 2018	
	Provide face to face training with an Aboriginal consultant for all staff.	Mar 2019	
	Provide face to face training with local Aboriginal Elders for all staff.	Mar 2019	
	Develop mandatory online cultural e-module.	Jul 2018	
	Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training.		
Provide opportunities for RWG members, RAP champions, and other key leadership staff to participate in cultural training.	Dec 2018	Aboriginal Health and Wellbeing Programs Manager	
Display art work created by staff guided by local Aboriginal Elder to be used in Central and Eastern Sydney PHN communications, and advertising of Central and Eastern Sydney PHN commissioned services where appropriate.	Jun 2018	Marketing and Communications Team Lead	

Action	Deliverable	Timeline	Responsibility
<p><b>16.</b> Engage employees in understanding the significance of Aboriginal and Torres Strait Islander protocols, such as Welcome to Country and Acknowledgement of Country to ensure that there is shared meaning</p>	Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country.	Jun 2018	Aboriginal Advisor
	Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.	Dec 2018	
	Invite a Traditional Owner to provide a Welcome to Country at significant events, including program launches, stakeholder engagement workshops and culturally significant events such as NAIDOC Week.	Dec 2018/19, Jun 2019	Aboriginal Health and Wellbeing Programs Manager
	Include an Acknowledgement of Country at the commencement of all important internal and external meetings.	Jun 2019	CEO
	Encourage staff to include an Acknowledgement of Country at the commencement of all meetings.	Jun 2019	
	Consult with external Aboriginal advisory members for appropriate wording and approach.	Jul 2018	Aboriginal Advisor
	Organise and display an Acknowledgement of Country plaque in our office.	Jun 2018	General Manager Corporate Services
	Organise for all staff to have an Acknowledgement of Country in their email signatures.	Sept 2018	Infrastructure Manager
Display Aboriginal and Torres Strait Islander flags at both offices and in all meeting rooms.	Jun 2018		

# Opportunities



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

We are determined to build a culturally safe environment, providing meaningful and rewarding employment for current and prospective Aboriginal and Torres Strait Islander employees.

Focus area: Recruitment and selection, workforce representation and workplace culture.



Action	Deliverable	Timeline	Responsibility
17. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace	Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities.	Jul 2019	General Manager Corporate Services
	Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention strategy.	Jun 2018	
	Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development.	Sept 2018	
	Advertise all vacancies in Aboriginal and Torres Strait Islander media. Engage Aboriginal and Torres Strait Islander employment service providers such as <ul style="list-style-type: none"> <li>· Yarn'n</li> <li>· Aboriginal Employment Strategy</li> <li>· Blakworks</li> <li>· Programmed</li> </ul>	Dec 2018	
	Review Human Resources and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.	Dec 2018	Aboriginal Advisor
	Develop partnerships with Aboriginal and Torres Strait Islander community members, networks and Elders to spread the word on recruitment opportunities within Central and Eastern Sydney PHN.	Dec 2018	Aboriginal Health and Wellbeing Programs Manager
	All job advertisements include statement encouraging Aboriginal and Torres Strait Islander peoples to apply.	Jun 2018	General Manager Corporate Services
	Ensure all positions with an Aboriginal and Torres Strait Islander applicant have an internal or external Aboriginal Torres Strait Islander person on selection panels.	Jul 2018	
	Aim for three per cent Aboriginal and Torres Strait Islander workforce representation.	Jun 2020	

Action	Deliverable	Timeline	Responsibility
<b>18.</b> Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation	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.	Jun 2018	General Manager Corporate Services
	Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.	Jun 2019	
	Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business.	Jun 2019	
	Investigate Supply Nation membership.	Jun 2019	
<b>19.</b> Increase Aboriginal and Torres Strait Islander workforce participation at Central and Eastern Sydney PHN	Development and implementation of an Aboriginal and Torres Strait Islander Employment Strategy to be launched with the RAP.	Dec 2018	General Manager Corporate Services
	Employment of an Aboriginal Advisor (with local knowledge and community connections) for the PHN as a core function to facilitate and inform strategic planning, program and commissioned services codesign, delivery, needs assessments and evaluations for Aboriginal communities.	Jun 2018	
<b>20.</b> Explore opportunities to support Aboriginal and Torres Strait Islander students	Provide two Aboriginal or Torres Strait Islander placements.	Jun 2020	General Manager Corporate Services
	Partner with schools, TAFEs and Universities to offer student placements, work experience and internships.	Dec 2019	
<b>21.</b> Explore and promote Aboriginal and Torres Strait Islander mentoring opportunities	Identify mentoring opportunities for Aboriginal and Torres Strait Islander employees.	Jun 2019	General Manager Corporate Services
	Establish processes for Human Resources and Management to consult Aboriginal and Torres Strait Islander mentors/advisors for culturally appropriate advice on supporting Aboriginal and Torres Strait Islander employees.	Jun 2019	

Action	Deliverable	Timeline	Responsibility
<p><b>22.</b> Procurement of goods and services from local Aboriginal and Torres Strait Islander companies</p>	<p>Identify a list of local Aboriginal and Torres Strait Islander businesses to support via our procurement activity before the launch of the RAP. List to be reviewed six-monthly.</p> <p>Utilise Aboriginal and Torres Strait Islander providers for 30 per cent of Central and Eastern Sydney PHN's catering needs.</p> <p>Review other regular infrastructure procurement opportunities such as printing, IT and office suppliers.</p> <p>Employ Aboriginal and Torres Strait Islander providers for 20 per cent of infrastructure procurement opportunities.</p>	<p>Jun 2018/ 19, Dec 2018/ 19</p>	<p>General Manager Corporate Services</p>



# Governance, tracking progress and reporting



RECOGNITION

Action	Deliverable	Timeline	Responsibility
23. Report RAP achievements, challenges and learnings to Reconciliation Australia	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	30 Sept 2018/19/20	Aboriginal Health and Wellbeing Programs Manager
	Investigate participating in the RAP Barometer.	May 2020	
	RWG to collect data for the RAP Impact Measurement Questionnaire.	Jul 2018/19	
	RWG to seek internal approval to submit the RAP Impact Measurement Questionnaire to Reconciliation Australia.	Aug 2018/19	
24. Report RAP achievements, challenges and learnings internally and externally	Publically report our RAP achievements, challenges and learnings.	Jul 2019/20	Marketing and Communications Team Lead
	Report externally via a community newsletter.	Dec 2018/19/20	
	Report quarterly on progress of RAP to Board, Clinical and Community Councils, staff and management meetings.	Sept/Dec 2018/19, Mar/Jun 2019	General Manager Corporate Services
25. Review, refresh and update RAP	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	Dec 2019	Aboriginal Health and Wellbeing Programs Manager
	Send draft RAP to Reconciliation Australia for review and feedback.	Jan 2020	
	Submit draft RAP to Reconciliation Australia for formal endorsement.	May 2020	

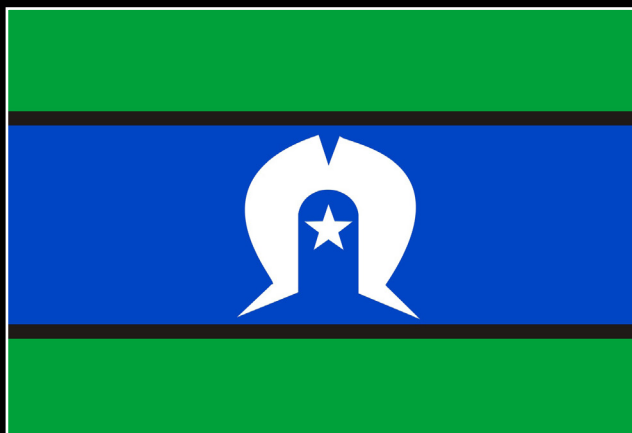
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