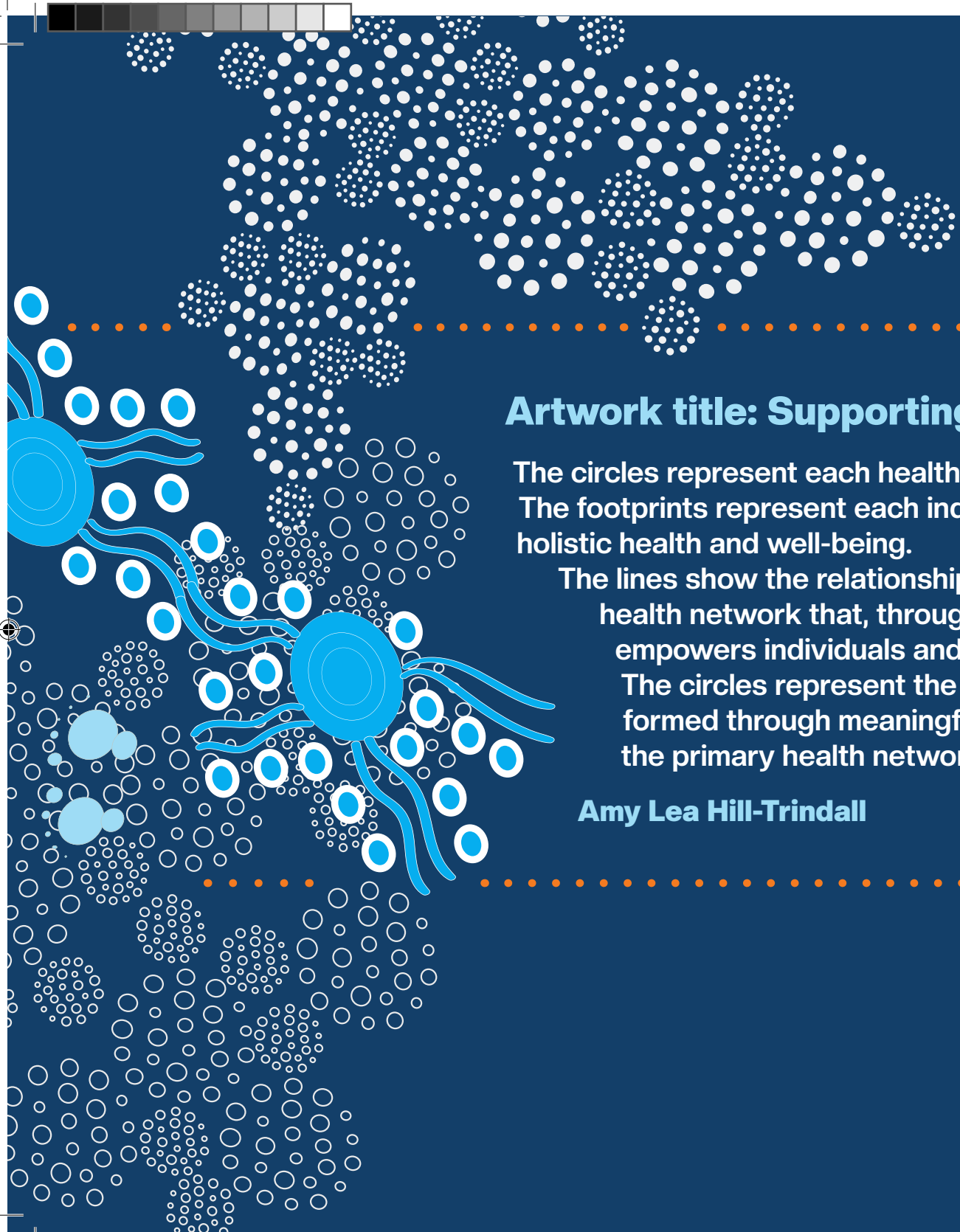




Artwork title: Supporting our Mob in health

The circles represent each health program within the primary health network.
The footprints represent each individual community member's journey to holistic health and well-being.

The lines show the relationship between community and the primary health network that, through open communication and mutual respect, empowers individuals and increases healthcare.

The circles represent the collaborative support network that is formed through meaningful connections between communities and the primary health network.

Amy Lea Hill-Trindall

STRETCH RECONCILIATION ACTION PLAN

Central and Eastern Sydney PHN
May 2026 - May 2029

phn
CENTRAL AND
EASTERN SYDNEY
An Australian Government Initiative


RECONCILIATION
ACTION PLAN
STRETCH

CENTRAL AND EASTERN SYDNEY
PRIMARY HEALTH NETWORK

STRETCH RAP
CEO STATEMENT

On behalf of Reconciliation Australia, I congratulate Central and Eastern Sydney Primary Health Network (CESPHN) on its formal commitment to reconciliation, as it implements its first Stretch Reconciliation Action Plan (RAP), its fourth overall.

Formed around the pillars of relationships, respect and opportunities, the RAP program helps organisations realise the critical role they can play in driving reconciliation across their work and area of expertise.

As one of Sydney's primary health networks, CESPHN supports capacity building, system coordination, and commissioning of services to address

identified gaps in health care for around 1.6 million people. This work positions CESPHN as a key driver of reconciliation outcomes through its engagement with Aboriginal Community Controlled Organisations (ACCO) and consideration of the lived experiences of Aboriginal and Torres Strait Islander peoples.

This Stretch RAP is built upon the considerable experience CESPHN garnered in previous RAPs. By strengthening partnerships with

ACCOS, increasing Aboriginal representation across governance and leadership roles, and expanding cultural capability across its workforce, CESPHN has ensured cultural authority and safety guides its work both internally and externally.

This experience has shaped CESPHN's approach in this Stretch RAP where it will continue to embed cultural capability initiatives, inclusive engagement practices, and stronger partnerships with ACCOs. These commitments will increase access to commissioned services for Aboriginal and Torres Strait Islander peoples while also building their trust and comfort in these essential services.

By coordinating the provision of health services in a culturally safe and community centred way, CESPHN will continue its impactful contributions to reconciliation in Australia. On behalf of Reconciliation Australia, I commend Central and Eastern Sydney Primary Health Network on this Stretch RAP and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer Reconciliation Australia



CENTRAL AND EASTERN SYDNEY PHN

ACKNOWLEDGES

The Aboriginal and Torres Strait Islander peoples of this nation.

We acknowledge the Traditional Custodians and Sovereign People of the land across which we work.

We recognise their continuing connection to land, water and community and we pay respect to Elders past, present and emerging.



CONTENTS

07	Foreword from CEO and Chair of the Board	17	Our RAP	35	Respect
09	About the artist	23	Our RAP working group	43	Opportunities
11	Our vision for Reconciliation	25	Our RAP Aboriginal Advisory Committee	49	Governance
13	Our Business	27	Relationships	55	Contact details

Babana Day 2024 at Cockatoo Island



FOREWORD FROM CEO AND CHAIR OF THE BOARD



It is with pride and deep respect that we introduce our organisation's Stretch Reconciliation Action Plan (RAP). This document represents a commitment to embed reconciliation into the fabric of how we operate. It is both an organisational imperative and a personal responsibility. Our view is that success will be determined by not only achieving the goals and actions we set but also walking hand in hand with our Aboriginal colleagues in true partnership.

We recognise that Aboriginal and Torres Strait Islander peoples hold the world's oldest continuing cultures, and that their knowledge, resilience, and leadership are vital to their community wellbeing. If we get this right

for our Aboriginal and Torres Strait Islander friends, the lessons we learn will enhance our success with other communities.

Our Stretch RAP builds upon the foundations laid in 2018. We will continue to expand business and volunteering relationships with Aboriginal and Torres Strait Islander organisations. We will continue to broaden the relationships with Aboriginal and Torres Strait Islander peoples living and working in our region, and we will seek to increase the number of Aboriginal and Torres Strait Islander people employed within the organisation and within the services we commission.

It is also our intent to take meaningful, measurable actions that create a lasting impact. This plan sets targets across governance, employment, procurement, cultural learning, and community partnerships. Led by our RAP working group and Aboriginal Advisory Committee we will hold ourselves accountable, to measure progress transparently, and to ensure that reconciliation is core to our work.

We are acutely aware that reconciliation cannot be achieved by words alone. It requires sustained effort, honest reflection, and the courage to change. It requires us to listen deeply to Aboriginal and Torres Strait Islander voices, to respect their leadership, and to walk

alongside communities in genuine partnership. This RAP is both a roadmap and a promise: a roadmap to guide our actions, and a promise to contribute to a reconciled Australia. We invite every member of our organisation—staff, volunteers, partners, and stakeholders—to see themselves in this plan.

This Stretch RAP is our commitment to doing better, ensuring that reconciliation is not only spoken but enacted. We look forward to walking this path with our Aboriginal colleagues.

**Nathalie Hansen, Chief Executive Officer
and Rene Pennock, Chair of the Board.**



Dr Rene Pennock

Dr Rene Pennock
Chair of the Board,
Central and Eastern Sydney PHN

N. Hansen

Nathalie Hansen
Chief Executive Officer,
Central and Eastern Sydney PHN



ABOUT THE ARTIST

AMY LEA HILL-TRINDALL

Dewrang is a Dharawal word meaning “High or Lofty”. It means home and symbolizes connectedness.

Amy is a contemporary Indigenous Artist from the Kamilaroi Mob.

She is a recognised local Aboriginal artist within the Sutherland Shire, and a previous board member of the Kurranulla Aboriginal Corporation. “I have gained a great deal of knowledge by listening to my Elders and have been learning & practicing Aboriginal art for many years.”

“All my life I have lived along the Georges and Woronora Rivers on Dharawal Country and looking down to the river from my ‘high and lofty’ home is where I find my inspiration.”

Local Aboriginal artist, Amy Lea Hill-Trindall, and her art in the background.



Amy Lea Hill-Trindall displaying her textured artwork



OUR VISION FOR

RECONCILIATION

Central and Eastern Sydney PHN (CESPHN) envisions a future in which Aboriginal and Torres Strait Islander peoples enjoy the same high standards of physical, social, and emotional wellbeing as all Australians.

CESPHN supports and empowers Aboriginal and Torres Strait Islander peoples - both within our organisation and across the broader community - to develop and lead solutions to meet their own primary health care needs.

In working toward this future, CESPHN commits to the RAP framework pillars. We will strengthen **relationships** by continuing to actively listen to, learn from, and engage with Aboriginal and Torres Strait Islander peoples and Elders, ensuring their voices shape our organisational culture and service delivery. We will uphold **respect** by valuing cultural knowledge, honouring Country, and embedding culturally safe practice across our work. Through meaningful **opportunities**, we will support Aboriginal and Torres Strait Islander peoples within our organisation and across the region to design, lead, and deliver primary health care solutions that reflect community priorities. Our **governance** and decision making will continue to centre Aboriginal and Torres Strait Islander leadership, ensuring accountability and transparency in how we work. We will strengthen cultural learning across our workforce so that every staff member builds the understanding and capability needed to contribute to a culturally safe primary health care system.

Animal skins and Aboriginal artefacts (Sutherland Shire NAIDOC event 2025)



CESPHN expects the same commitment from our commissioned service providers and will continue to champion reconciliation values across the primary health care system.

We value and respect the ongoing participation and partnership of Aboriginal and Torres Strait Islander peoples in our work to improve and transform primary health care across the region, enabling better health outcomes and wellbeing for all.

CESPHN is dedicated to fostering an equitable and inclusive community that values and supports social, economic, and cultural wellbeing.

This commitment is demonstrated through:

1. **Equity in Health and Wellbeing**
Striving to achieve equal physical, social, and emotional health outcomes for Aboriginal and Torres Strait Islander peoples.

2. **Inclusive Governance and Leadership**
Ensuring Aboriginal and Torres Strait Islander peoples are meaningfully represented and included in CESPHN's policy development, planning, and decision-making at all organisational levels.

3. **Culturally Safe and Appropriate Services**
Supporting the equitable delivery of primary health care services that are culturally respectful, responsive, and safe.

4. **Shared Learning and Collaboration**
Promoting opportunities for shared learning that foster genuine, respectful, and enduring partnerships with Aboriginal and Torres Strait Islander communities.



Walk on Country with Uncle Dean Kelly

OUR BUSINESS

Central and Eastern Sydney Primary Health Network (CESPHN) is dedicated to improving the functioning and integration of the health system.

Whilst our single office is based in Mascot, we work across a region with a population of approximately 1.6 million people. Primary Health Networks (PHNs) have three key roles: capacity building, system coordination, and commissioning of services to address identified gaps in health care.

Primary health care services form the foundation of community-based health delivery. These services are comprehensive and include health promotion, prevention and screening, early intervention, and treatment.

Among the seven key national priorities for PHNs, one of CESPHN's core areas of focus is Aboriginal and Torres Strait Islander health. This priority area requires in-depth consultation with local Aboriginal and Torres Strait Islander communities, as well as collaboration with primary health care professionals.

The remaining six priority areas are:

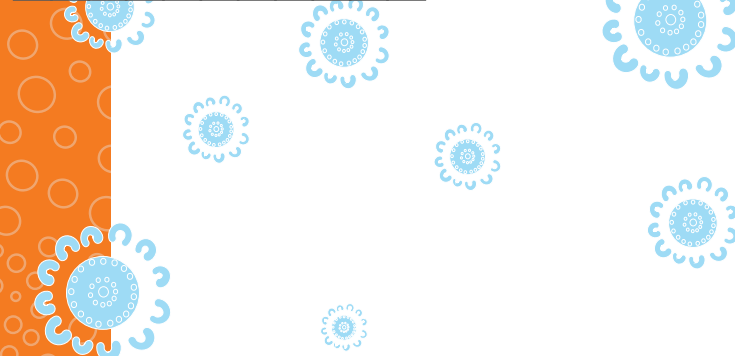
- Alcohol and other drugs
- Mental health
- Population health
- Health workforce
- Digital health
- Aged care

Through meaningful consultation with communities and relevant stakeholders, CESPHN aims to enhance the experiences of consumers and carers by promoting greater integration and coordination of care and supporting a person-led approach to health service delivery.

CESPHN provides a range of programs and initiatives to support general practice and allied health services.

RAP Launch
Event 2023





This includes:

- Practice support and quality improvement programs
- Continuing professional development opportunities
- Training to enhance the capacity of mainstream primary care services to deliver culturally responsive and safe care

In partnership with local health districts and specialty health networks, CESP HN funds and delivers integrated care initiatives across multiple health priority areas, including Aboriginal health, antenatal shared care, aged care, cancer care, digital health, immunisation, mental health, and sexual health.

CESP HN commissions organisations to deliver a diverse range of health services through a continuous commissioning cycle comprising planning, procurement, monitoring, and evaluation. Effective commissioning is underpinned by meaningful engagement and consultation with local Aboriginal and Torres Strait Islander communities.

At present, CESP HN directly commissions six Aboriginal and Torres Strait Islander community-controlled organisations. The commissioning approach ensures that services are person-centred, developed collaboratively with health providers and community members, and informed by evidence-based needs assessments.

This process begins with a comprehensive needs assessment to identify the health and service priorities within the region. Insights from this assessment guide CESP HN's planning and resource allocation. Subsequent activity planning and co-design processes engage local organisations and community members—particularly people with lived experience—to ensure that service design, implementation, and evaluation reflect the needs, experiences, and expertise of people who use or deliver health services.

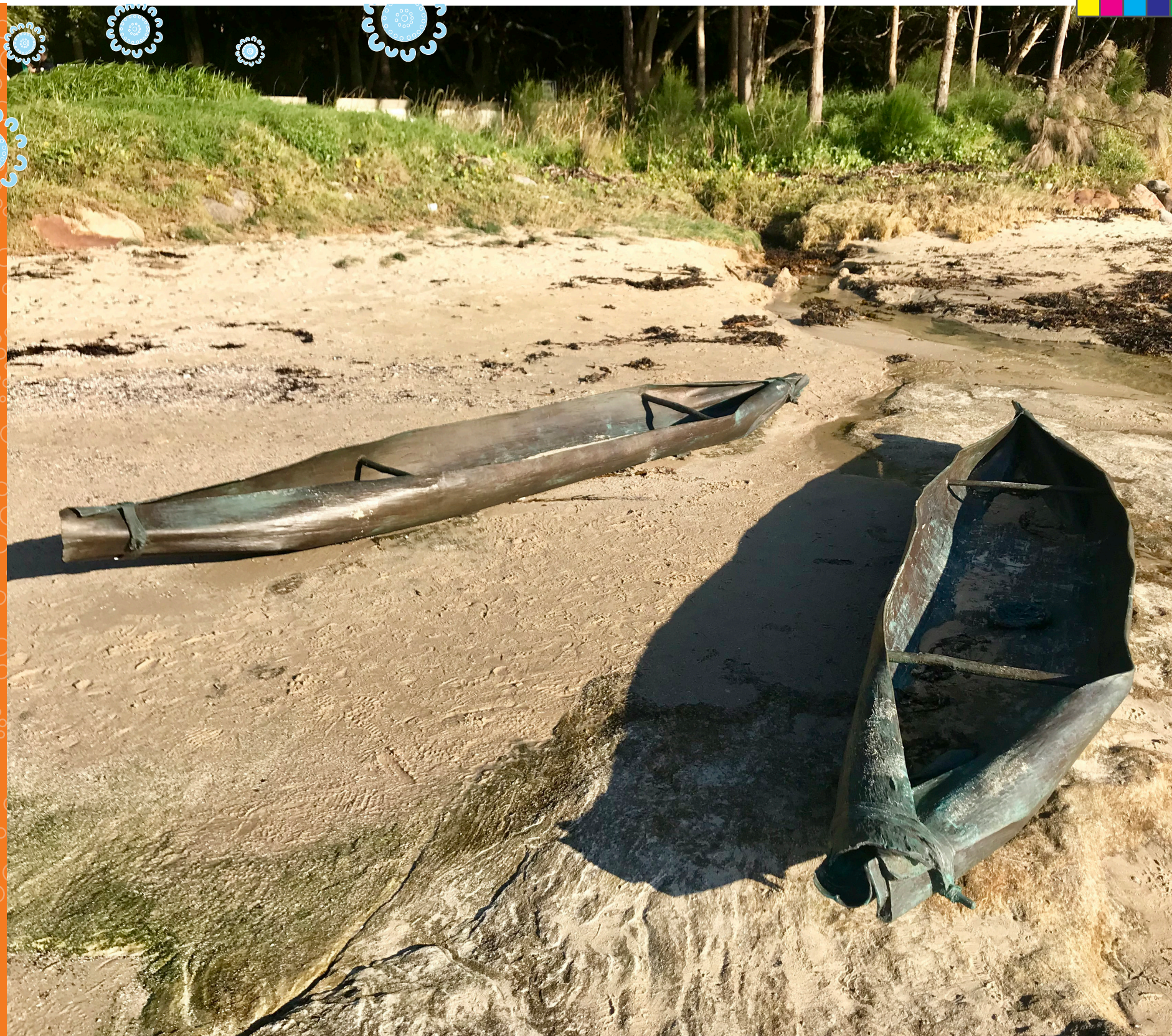
CESP HN rigorously monitors and evaluates the effectiveness of all commissioned services. The organisation's Evaluation Framework provides a structured approach to reviewing programs and activities, focusing on measuring outcomes, assessing impacts, and identifying opportunities for continuous improvement.

The CESP HN region extends from Sutherland and Canterbury in the south to Bondi in the east, Strathfield in the west, and includes Lord Howe Island.

CESP HN employs 108 staff, equivalent to 96.85 full-time equivalents (FTE). Among these, one staff member self-identifies as Aboriginal. CESP HN is committed to increasing Aboriginal and Torres Strait Islander workforce participation within the organisation. This commitment is formalised through the HR Aboriginal Recruitment and Retention Policy, which outlines clear procedures and targets to support the recruitment, retention, and professional development of Aboriginal and Torres Strait Islander employees. The organisation applies this policy consistently across all recruitment activities to ensure fair and equitable employment practices.

CESP HN funds 13 Aboriginal-identified positions within commissioned services, all of which work closely with local Aboriginal and Torres Strait Islander communities.

Traditional Canoes Sculpture - Kurnell



OUR RAP

Nine years ago, the CESP HN Board endorsed the development of a Reconciliation Action Plan (RAP), following a recommendation from our Community Council, which identified reconciliation as a strategic priority for the organisation.

Our work in **Closing the Gap** is focused on improving access to culturally safe and appropriate primary healthcare and contribute positively to a reduction in the disparity of life expectancy between Aboriginal and Torres Strait Islander peoples. To truly realise and achieve that objective required a solid commitment on the part of our organisation to work towards genuine reconciliation with the First Nations communities we strive to serve.

Our first Innovate RAP plan was developed in 2018 and continued with 2 further Innovate RAPs 2020 and 2023, which marked significant milestones in formalising CESP HN's commitment to working in genuine partnership with Aboriginal and Torres Strait Islander peoples to address long standing inequities. To support this work, we established an internal RAP Working Group and convened an external Aboriginal Advisory Group comprising community

representatives and members from key organisations across the CESP HN region.

During the development of each RAP, CESP HN undertook a structured engagement process that extended beyond these governance groups. This included organisation-wide staff workshops, small-group yarning sessions, and targeted consultations with program teams, commissioned service providers, local Aboriginal organisations, and Elders. These conversations explored our organisational readiness, barriers to culturally safe practice, aspirations for reconciliation, and practical ideas for strengthening relationships with Aboriginal and Torres Strait Islander peoples. We also utilised information from organisation wide cultural audits to inform future areas of focus and improvement.

Babana Day November 2020 -
The Glen Dancers



Our new Stretch RAP provides a structured framework for driving sustainable, long-term initiatives that aim to close the gap in health and wellbeing outcomes between Aboriginal and Torres Strait Islander peoples and other Australians. It also serves as a platform for embedding cultural capability, inclusive engagement practices, and stronger partnerships within and beyond our organisation.

The development of the Stretch RAP included a renewed phase of staff engagement. This involved internal sub groups focused on extending our efforts towards enabling cultural safety and a reflective practice on our service design, and commissioning processes. Staff were invited to contribute directly through the RAP working group and individual business streams, and through yarning opportunities facilitated by Aboriginal staff. The executive team identified potential initiatives within their areas of work and discussed these with our Aboriginal Board Director and the chair of our Aboriginal Health and Wellbeing Advisory Committee who further challenged us on our approach. The broader management team was also asked to contribute ideas and to seek feedback across their teams. Current commissioned providers, Local Health Districts, and community partners were also consulted to ensure our commitments are realistic, collaborative, and aligned with regional priorities. This broad approach helped ensure that our Stretch RAP reflects diverse staff perspectives and is grounded in the needs, strengths, and priorities of Aboriginal and Torres Strait Islander communities.



We have listed below some of the challenges we experienced in our previous RAPs:

CHALLENGE	DESCRIPTION	IMPLICATIONS
Balancing organisational timelines with community-led processes	Community partners often need time for consultation, cultural protocols, relationship building and respectful decision making	CESPHN sometimes struggled to align these timeframes with commissioning cycles and government deadlines, highlighting the need for longer lead-in times and more flexible planning
Ensuring consistent cultural capability across a diverse workforce	Staff teams were at different stages of cultural learning, confidence and experience	Maintaining consistent capability required flexible learning pathways, Aboriginal-led training, reflective practice, and reinforcement through supervision and internal processes
Ensuring support and cultural safety for self-identified staff members working in commissioned organisations	Commissioning of services where a self-identified Aboriginal and/or Torres Strait Islander staff member may be the sole identified member of staff working in a non-community controlled organisation	With no former assessment of cultural capability or commissioning for cultural safety. We needed to establish a support mechanism to enable First Nations staff members to come together and network in a culturally safe and inclusive environment and form an Aboriginal and Torres Strait Islander 'Workers Circle'
Embedding reconciliation in external commissioning	Some commissioned services were still early in their cultural safety journey and required tailored support	CESPHN needed to invest in capacity building, guidance and ongoing monitoring to ensure reconciliation principles were meaningfully applied in funded services
Internal resourcing and workload pressures	Staff expressed that reconciliation is important, but commitments must be supported by adequate time, staffing and resourcing	This shaped CESPHN's approach in the Stretch RAP, with a focus on realistic actions, clearer accountability, and improved internal coordination to ensure commitments are achievable

Some of the notable impacts of our previous RAPs have been

Achievement	Description	Impact / What This Means
Stronger relationships with ACCOs	CESPHN has strengthened partnerships with Aboriginal Community Controlled Organisations through joint planning, consistent engagement, and co designed initiatives	Improved communication, stronger alignment of services, and more culturally safe commissioning approaches across the region
Growth in Aboriginal employment and leadership	CESPHN increased Aboriginal representation across governance and leadership roles, supported by improved recruitment processes and culturally safe workplace practices	Greater Aboriginal leadership influence within CESPHN, increased cultural authority, and a more culturally responsive workforce
Expansion of cultural capability across the workforce	More than 90 percent of staff have completed cultural capability training, with ongoing Aboriginal led sessions supporting reflective practice and practical application	Staff report increased confidence engaging with Aboriginal stakeholders and applying culturally safe approaches in their work
Improved cultural safety in commissioning	Commissioned providers now work within strengthened cultural safety requirements, including expectations around community engagement, workforce development, and relationships with ACCHOs.	Commissioning practices are more culturally safe, consistent and aligned with Aboriginal community needs and priorities.
Strengthened regional engagement	The Aboriginal Health and Wellbeing Advisory Committee provides expert guidance across programs, with regular reporting increasing transparency.	More effective shared decision making, improved cultural oversight, and stronger alignment between CESPHN programs and community priorities.
Annual Awards for Excellence in Aboriginal Health and Wellbeing Work	Introduction of annual staff awards and primary health provider awards for demonstrating excellence in their work for Aboriginal and Torres Strait Islander peoples. Nominees are reviewed and finalists determined by the CESPHN Aboriginal Advisory Committee	Greater recognition and promotion of those providing excellence in their work and engagement with Aboriginal and Torres Strait Islander community members

An activity which has been the result of our previous RAP plans:

EMBEDDING CULTURAL CAPABILITY THROUGH ABORIGINAL LED WORKFORCE DEVELOPMENT ACTIVITIES

Recognising staff requests for deeper learning, CESPHN implemented a program of Aboriginal facilitated cultural capability workshops.

The program combined on Country learning, storytelling, reflection sessions, and skills based training tailored to staff working within the organisation and directly in primary care roles.

Participants reported greater understanding of cultural protocols, confidence engaging with Elders and community organisations, and improved ability to identify culturally safe commissioning approaches.

This initiative shows how reconciliation can transform internal culture and support a more confident, respectful, and culturally responsive workforce.

As we move forward, we are focused on expanding cultural learning, strengthening culturally responsive engagement, and actions that enhance and create meaningful employment and procurement opportunities for Aboriginal and Torres Strait Islander peoples. These initiatives are not only central



to our reconciliation efforts but also present valuable opportunities for our key stakeholders and commissioned services to engage with us on shared goals that deliver social impact.

We continue to build on the foundations of our previous RAPs, deepening our commitment to reconciliation both

internally and through our relationships with partners, clients, and the wider community. Our approach sets out long-term, sustainable initiatives designed to embed reconciliation across all areas of our work and is grounded in trust, respect, and collaboration — values that are critical to how we work.

OUR RAP WORKING GROUP

In March 2017 our inaugural RAP working group was established which included representation across each of the various business steams within the organisation.

The RAP working group was supported during that time by an external consultant Aboriginal Advisor, **Sharlene McKenzie** who is now a member of the Board.

Today, the internal working group continues to meet on a monthly basis. As of February 2026, the membership comprised:

Brett Hugo, Nathalie Hansen, Lisa Merrison, Marcelle McGrath, Belinda Ivanovski, Evelina Kozok, Lidia Konik, Amy Donato and Kate Rankin.



Brett Hugo
Aboriginal Health and
Wellbeing Programs Officer



Nathalie Hansen
Chief Executive Officer
*(Continuing executive champion
of the RAP)*



Lisa Merrison
Aboriginal Health and
Wellbeing Programs and
Suicide Prevention Manager



Marcelle McGrath
People & Culture Manager



Belinda Ivanovski
Clinical Director, National
IAR Support Project /
Mental Health Manager



Evelina Kozok
Practice Support &
Development Officer



Lidia Konik
CPD Program Officer



Amy Donato
Planning and Engagement



Kate Rankin
Mental Health Intake
and Triage Clinician

OUR RAP ABORIGINAL ADVISORY COMMITTEE

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CESPHN's external Aboriginal Health and Wellbeing Council currently comprises eleven Aboriginal community members and representatives from local organisations.

The Committee provides expert advice, guidance, and input into the design, implementation, and evaluation of CESPHN's programs, including the development and review of Reconciliation Action Plan (RAP) targets. CESPHN reports to this Committee on a quarterly basis for feedback and strategic direction.

The Community Council, which provides strategic advice to the CESPHN Board, includes one Aboriginal member. Similarly, the Clinical Council includes one Aboriginal member as does the CESPHN Board of Directors. Progress on RAP implementation and outcomes is reported six monthly to CESPHN's Board of Directors.

The Advisory Committee consists of the following members:

Aunty Barbara Keeley Simms, Shaylee Matthews, Levii Griffiths, Jeremy Heathcote, Kevin Heath - who are community members - Dr Jenny Lonergan - a local general practitioner - and an additional 5 Aboriginal and Torres Strait Islander representatives from Local Health Districts and Specialty Health Networks - Ricky Lyons, Grantley Creighton, Karen Beetson, Siupeli Haukoloa-Paea and Skye Parsons.



Aunty Barbara Keeley Simms
community member



Shaylee Matthews
community member



Dr Jenny Lonergan
local general practitioner



Ricky Lyons
SLHD representative



Levii Griffiths
community member



Kevin Heath
community member



Grantley Creighton
representative of Justice Health



Karen Beetson
SCHN representative



Jeremy Heathcote (OAM)
community member



Siupeli Haukoloa-Paea
SVHN representative



Skye Parsons
SESLHD representative

RELATIONSHIPS

CESPHN is committed to fostering strong, respectful, and reciprocal partnerships with Aboriginal and Torres Strait Islander Elders, communities, and service providers. These relationships are fundamental to strengthening community connections and enhancing the design and delivery of culturally safe and appropriate services and programs.

CESPHN recognises that meaningful engagement with local Aboriginal and Torres Strait Islander communities is essential to achieving authentic collaboration. Through open, transparent, and ongoing dialogue, we aim to ensure that consultation, program design, and evaluation processes reflect community priorities and empower Aboriginal and Torres Strait Islander peoples to actively participate in decisions that affect their health and wellbeing across the CESPHN region.

Babana men's group meeting., 2025



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1 Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement	Aug 2026	Manager, Aboriginal Health and Wellbeing Programs and Suicide Prevention
	Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders	Aug 2026	GM – Planning and Engagement
	Establish and maintain a minimum of 5 formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations. Including but not limited to: - Babana Aboriginal - Tribal Warrior - Kurranulla Aboriginal Corporation - Institute for Urban Indigenous Health - Allawaw Aboriginal Corporation - Utilise CESPHN engagement plan to build our relationships with 2 more Aboriginal and Torres Strait Islander organisations	Jan 2027	Manager, Aboriginal Health and Wellbeing Programs and Suicide Prevention, GM Planning and Engagement



1

Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Support Annual Community events held in our region including: Sharks Community Day which offers an opportunity to get out, meet and yarn with community members directly and establish relationships more broadly to engage members of community in our work	Sep annually	Aboriginal Health and Wellbeing Programs Officer
	Continue to strengthen relationships with Aboriginal and Torres Strait Islander organisations in our region by supporting staff to volunteer with these organisations and facilitate this by allowing them paid time of 7.6 hours per year to do this	Dec 2026	People and Culture Manager/ Manager, Aboriginal Health and Wellbeing Programs and Suicide Prevention
	Continue to facilitate a bi-monthly Aboriginal and Torres Strait Islander Workers Circle to foster networking and shared learnings for self-identified staff working in CESP HN commissioned services	Review Feb annually	Aboriginal Health and Wellbeing Programs Officer



2

Build relationships through celebrating National Reconciliation Week (NRW)

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff	May annually	Aboriginal Health and Wellbeing Programs Officer
	RAP Working Group members to participate in 2 external NRW events	27 May - 3 Jun, annually	Chairperson of RWG
	Encourage and support staff and senior leaders to participate in 2 external events to recognise and celebrate NRW	27 May - 3 Jun, annually	People and Culture Manager/ Manager, Aboriginal Health and Wellbeing Programs and Suicide Prevention
	Organise 2 internal NRW events, including at least one organisation-wide NRW event, each year	27 May - 3 Jun, annually	Manager, Aboriginal Health and Wellbeing Programs and Suicide Prevention
	Register all our NRW events on Reconciliation Australia's NRW website www.reconciliation.org.au/our-work/national-reconciliation-week/	May annually	Manager, Aboriginal Health and Wellbeing Programs and Suicide Prevention





3

Promote reconciliation through our sphere of influence

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce	May annually	HR Support Officer
	Communicate our commitment to reconciliation publicly	Sep annually	GM Planning and Engagement
	Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes	May annually	GM Planning and Engagement
	Collaborate with [2] RAP and other like-minded organisations to implement innovative approaches to advance reconciliation, including: - Nepean Blue Mountains PHN - Brisbane South PHN - Northern Territory PHN	May 2027	Manager, Aboriginal Health and Wellbeing Programs and Suicide Prevention



3

Promote reconciliation through our sphere of influence

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Attend a minimum of two RAP Leadership Gatherings hosted by Reconciliation Australia per year	Jun 2027	Manager, Aboriginal Health and Wellbeing Programs and Suicide Prevention
	Continue to maintain and distribute CESPHN's quarterly community focused newsletter "The Eora Health Messenger" to keep Aboriginal and Torres Strait Islander community members fully informed of CESPHN and other related programs and services, introducing new staff members and promote to health lifestyle programs and services, consultations or events happening in our region	Mar, Jun, Sep, Dec annually	Aboriginal Health and Wellbeing Programs Officer and Marketing and Communications Manager
	Continue to run the Annual Aboriginal staff excellence award during National Reconciliation Week	Jun 2026, Jun 2027, Jun 2028	Manager, Aboriginal Health and Wellbeing Programs and Suicide Prevention





4

Promote positive
race relationsthrough
anti-discrimination
strategies

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Continuously improve HR policies and procedures concerned with anti-discrimination	Dec 2026	GM Corporate Services and HR Support Officer
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination policy	Dec 2026	Manager, Aboriginal Health and Wellbeing Programs and Suicide Prevention/ People and Culture Manager
	Develop, implement, and communicate an anti-discrimination policy for our organisation	Aug 2026	GM Corporate Services and HR Support Officer
	Provide ongoing education to senior leaders and managers on the effects of racism	Aug 2026, Aug 2027	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention
	Senior leaders to publicly support anti-discrimination campaigns, initiatives, and stances against racism	Dec 2026, annually	CEO and Marketing and Comms



5

Partner with
Aboriginal and Torres
Strait Islander people
to increase access
to commissioned
services

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Implement a culturally safe and inclusive framework to guide CESPHN commissioning processes	Jan 2027	GM Clinical Services
	Monitor access to commissioned services by Aboriginal and/or Torres Strait Islander people and ensure commissioned provider staff undertake cultural training	Oct 2026, annually	GM Clinical Services, GM Primary and Community Care
	Design a training package that strengthens opportunities for Aboriginal and/or Torres Strait Islander peoples to engage in self-determined, shared decision making as members of our contract tender review panels	Dec 2026	GM Clinical Services/ GM Corporate Services
	Ensure all urgent care staff have undertaken training in culturally appropriate care and have established engagement strategies with local Aboriginal communities	Jun 2027	GM Primary and Community Care





RESPECT



CESPHN is committed to recognising and celebrating the richness and diversity of Aboriginal and Torres Strait Islander cultures. We acknowledge the importance of cultural awareness in fostering mutual respect and affirm our belief in the positive outcomes that arise from Aboriginal and Torres Strait Islander peoples' self-determination and active participation in decision-making processes.

Respect for the cultures, histories, and rights of Aboriginal and Torres Strait Islander peoples is fundamental to CESPHN's core business. Upholding cultural protocols and demonstrating cultural respect are central to building strong, collaborative, and respectful relationships with Aboriginal and Torres Strait Islander peoples, communities, clients, and organisations. Through these relationships, CESPHN seeks to embed Aboriginal and Torres Strait Islander perspectives across all strategies, programs, and operational activities.

By actively promoting inclusion, diversity, and cultural safety in the workplace, CESPHN aims to:

- Strengthen employment, development, and retention of Aboriginal and Torres Strait Islander staff.
- Enhance the quality and depth of consultation and engagement with local Aboriginal and Torres Strait Islander communities.
- Deliver improved health and wellbeing outcomes for the communities we serve.





6

Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Conduct a review of cultural learning needs within our organisation	Aug 2027	GM Corporate Services
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy.	Aug 2027	Manager, Aboriginal Health and Wellbeing Programs and Suicide Prevention
	Implement and communicate a cultural learning strategy for our staff	Aug 2027	GM Corporate Services
	Commit all RAP Working Group members, HR managers, senior executive group and all new staff to undertake formal and structured cultural learning	Dec annually	Aboriginal Health and Wellbeing Programs Officer, People and Culture Manager
	95% all staff undertake formal and structured cultural learning at minimum every 2 years	Report 6 monthly May and Nov annually	Manager, Aboriginal Health and Wellbeing Programs and Suicide Prevention



6

Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Continue to recognise external organisations and individuals' work to achieve Aboriginal Health and Wellbeing with the Excellence in Aboriginal Health and Wellbeing Primary Health Awards	Oct annually	Manager, Aboriginal Health and Wellbeing Programs and Suicide Prevention and Aboriginal Health and Wellbeing Programs Officer
	In consultation with the CESPHN Aboriginal Advisory group, name our CESPHN staff awards using local Aboriginal languages	May 2026	People and Culture Manager and GM - Planning and Engagement
	Engage with an external First Nations consultant to conduct an audit of cultural awareness and understanding across our organisation, including: - cultural learning activities as they relate to our RAP - cultural safety of our offices/workplaces	Oct annually	GM Corporate Services
	Provide cultural mentoring and/or cultural capability training to managers who manage a self-identified Aboriginal and/or Torres Strait Islander employee	Aug 2027	Manager, Aboriginal Health and Wellbeing Programs and Suicide Prevention
	Ensure Aboriginal Health chapter in the CESPHN Needs Assessment follows a strengths-based approach	Nov 2026	Planning and Performance Manager





7

**Demonstrate
respect to Aboriginal
and Torres Strait
Islander peoples
by observing cultural
protocols**

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	Jun 2027	Aboriginal Health and Wellbeing Programs Officer
	Implement and communicate a cultural protocol document (tailored for all local communities we operate in), including protocols for Welcome to Country and Acknowledgement of Country	Aug 2027	Aboriginal Health and Wellbeing Programs Officer
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at a minimum of 4 significant events each year, including: - Primary Health Awards, - THRIVE together, - Strategy Workshop, - Practice Nurse Forum	Aug 2026	Manager, Aboriginal Health and Wellbeing Programs and Suicide Prevention



7

**Demonstrate
respect to Aboriginal
and Torres Strait
Islander peoples
by observing cultural
protocols**

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings	Dec 2026	CEO
	Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events	ongoing	People and Culture Manager
	Update and display an Acknowledgment of Country plaque in our office	ongoing	GM Corporate Services
	Expand on our current room naming in recognition of people, place, language or clan groups with associated stories as endorsed by the CESP HN Aboriginal Advisory Group	May 2026	Aboriginal Health and Wellbeing Programs Officer



8

Engage with
Aboriginal and
Torres Strait
Islander cultures
and histories
by celebrating
NAIDOC Week

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	RAP Working Group to participate in an external NAIDOC Week event	First week in Jul, annually	Chairperson of RWG
	Review HR policies and procedure to remove barriers to staff participating in NAIDOC Week	Jun annually	GM Corporate Services
	Support all staff to participate in 5 NAIDOC Week events in our local area, including: - Prince of Wales Hospital - Kurranulla Aboriginal Corporation 3Bridges - Souths Cares - National Centre for Indigenous Excellence	First week in Jul, annually	Manager, Aboriginal Health and Wellbeing Programs and Suicide Prevention
	In consultation with Aboriginal and Torres Strait Islander stakeholders, support 2 external NAIDOC Week events each year. Including but not limited to: - Kurranulla Aboriginal Corporation - Babana Aboriginal	Jul annually	Manager, Aboriginal Health and Wellbeing Programs and Suicide Prevention



Auntie Linda Boney holding her
Aboriginal Excellence Award reward



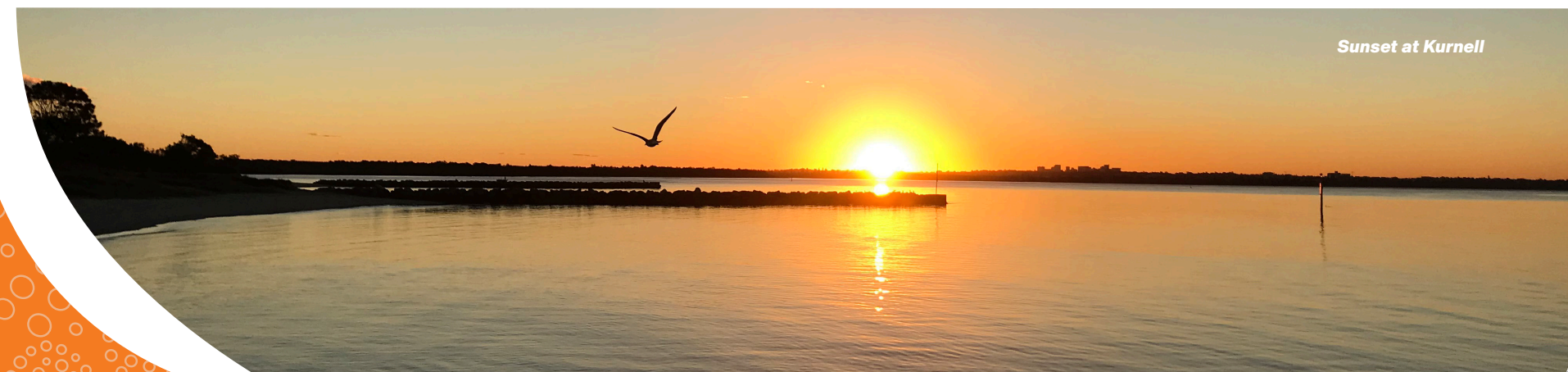
OPPORTUNITIES

Central and Eastern Sydney PHN (CESPHN) recognises the critical importance of equity and diversity in the workplace and is committed to strengthening and expanding the participation of Aboriginal and Torres Strait Islander peoples within our organisation.

CESPHN is dedicated to embedding reconciliation across all areas of our work by creating and supporting opportunities for Aboriginal and Torres Strait Islander community members through employment, health, social, and cultural development initiatives.

We are committed to fostering a culturally safe and inclusive workplace that offers meaningful and rewarding opportunities for Aboriginal and Torres Strait Islander employees, partner organisations, and service providers. This commitment is reflected in our recruitment and selection processes, workforce representation strategies, workplace culture initiatives, and procurement and commissioning practices.

Creating and nurturing sustainable partnerships with Aboriginal and Torres Strait Islander peoples, communities, and organisations is central to CESPHN's operations. We actively seek to build employment pathways and inclusive procurement practices that promote engagement, empowerment, and economic participation for Aboriginal and Torres Strait Islander peoples, businesses, and enterprises.



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	Engage with Aboriginal and Torres Strait Islander staff to consult on the effectiveness of our recruitment, retention and professional development strategy	Sep 2026	People and Culture Manager
	Review and update an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy	Dec 2026	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention, People and Culture Manager
	Explore partnerships with universities, TAFE, Local Health Districts and Networks for work placements and secondment opportunities to work within CESPHN	Dec 2026	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention, People and Culture Manager, CEO
	Implement targeted recruitment strategies to increase number of Aboriginal and Torres Strait Islander staff employed within the organisation	Dec 2026	People and Culture Manager



9

Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development

45

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders	Dec 2026	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention, People and Culture Manager
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace	Sep 2026	People and Culture Manager
	Aboriginal and Torres Strait Islander employees to be supported to take on management and senior level positions	Dec 2027	People and Culture Manager
	Develop and implement a cultural mentoring program for Aboriginal and Torres Strait Islander staff to provide a safe and supportive environment which recognises and promotes the benefits to staff of access to cultural supervision which may include monthly yarning circles, designated online spaces	Jun 2028	Aboriginal Health and Wellbeing Programs Officer, People and Culture Manager



10

Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes

46

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Review and strengthen our Aboriginal and Torres Strait Islander procurement strategy	Dec 2026	GM Corporate Services
	Investigate Supply Nation membership	Oct 2026, 2027	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention, Manager Finance
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff	Jun 2026	GM Corporate Services
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses	Sep 2026	GM Corporate Services





10

Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Maintain commercial relationships with a minimum of [5] Aboriginal and/or Torres Strait Islander businesses. Including: - Spirit Group - Koori Kulcha - Tribal Warrior - Aboriginal Steel Art - Australia by design - Dewrang Art - NATIF - Yilay	Sep 2026, 2027	GM Corporate Services
	Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation	Sep 2027	GM Corporate Services

47



11

Increase opportunities for First Nations peoples to work in general practice and allied health practices

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Work with a minimum of 5 general and allied health practices in our region to promote employment of Aboriginal and/or Torres Strait Islander peoples in practices Develop support materials, to enable recognition of skills progression and this may include opportunities for further skill development and on the job training in addition to formal recognition such as micro-credentialling. The intent is to support mechanisms that encourage and promote skills attainment and professional development	Sep 2028	GM Primary and Community Care
	Explore opportunities for general practice quality improvement activities to promote best practice outcomes in Aboriginal and/or Torres Strait Islander health including: - Culturally safe care - Improve identification of Aboriginal and/or Torres Strait Islander patients - Evidence based preventive health measures - Increased uptake of 715 Health Assessments	Dec 2026	GM Primary and Community Care

48

GOVERNANCE

Primary Health Awards 2025 - Tribal warrior
Aboriginal Corporation winning the Excellence
in Aboriginal Health and Wellbeing Award



ACTION

DELIVERABLE

TIMELINE

RESPONSIBILITY

Maintain Aboriginal and Torres Strait Islander representation on the RWG. In addition, include a representative from the Aboriginal Advisory group at a minimum of 50% of meetings per year to increase accountability and guidance

Dec 2026

Chairperson of RWG

Review and update the Terms of Reference for our RWG

Nov 2026

Chairperson of RWG

Meet at least four times per year to drive and monitor RAP implementation

RAP working group to meet monthly

Aboriginal Health and Wellbeing Programs Officer

12

Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP



13

Provide appropriate support for effective implementation of RAP commitments

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Embed resource needs for RAP implementation	Jun 2026	GM Corporate Services
	Embed key RAP actions in performance expectations of senior management and all staff	May 2026	CEO
	Embed appropriate systems and capability to track, measure and report on RAP commitments	Jun 2026	GM Planning and Engagement
	Maintain an internal RAP Champion from senior management	Dec 2027	CEO
	Include our RAP as a standing agenda item at quarterly senior management meetings. - Executive Leadership Team Meetings - Managers meeting	Jun, Sep, Dec 2026 Mar, Jun, Sep, Dec 2027, Mar, Jun, 2028	CEO



14

Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	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	Jun annually	Manager, Aboriginal Health and Wellbeing Programs and Suicide Prevention
	Meet with Reconciliation Australia a minimum of twice a year to share progress on RAP implementation	Sep 2026 Mar 2027	Manager, Aboriginal Health and Wellbeing Programs and Suicide Prevention
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey	1 Aug annually	Manager, Aboriginal Health and Wellbeing Programs and Suicide Prevention
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia	30 Sep annually	Manager, Aboriginal Health and Wellbeing Programs and Suicide Prevention
	Report RAP progress to all staff and senior leaders quarterly	Sep 2026, Dec 2026, Mar 2027, Jun 2027, Sep 2027, Dec 2027, Mar 2028, Jun 2028	Aboriginal Health and Wellbeing Programs Officer





14

Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes

15

Continue our reconciliation journey by developing our next RAP

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
14 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings	Sep 2026, Dec 2026, Mar 2027, Jun 2027, Sep 2027, Dec 2027, Mar 2028, Jun 2028	Marketing and Communications Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer	Apr 2028	GM Corporate Services
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP	Oct 2027	GM Corporate Services
15 Continue our reconciliation journey by developing our next RAP	Register via Reconciliation Australia's website to begin developing our next RAP	15 Jan 2029	Manager, Aboriginal Health and Wellbeing and Suicide Prevention



Walk on Country with Uncle Dean Kelly, 2022





Lisa Merrison

CONTACT DETAILS

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Collection of photos
from events along the
years (2020 - 2026)

