



Central and Eastern Sydney PHN Innovate Reconciliation Action Plan Jan 2021 – Feb 2023



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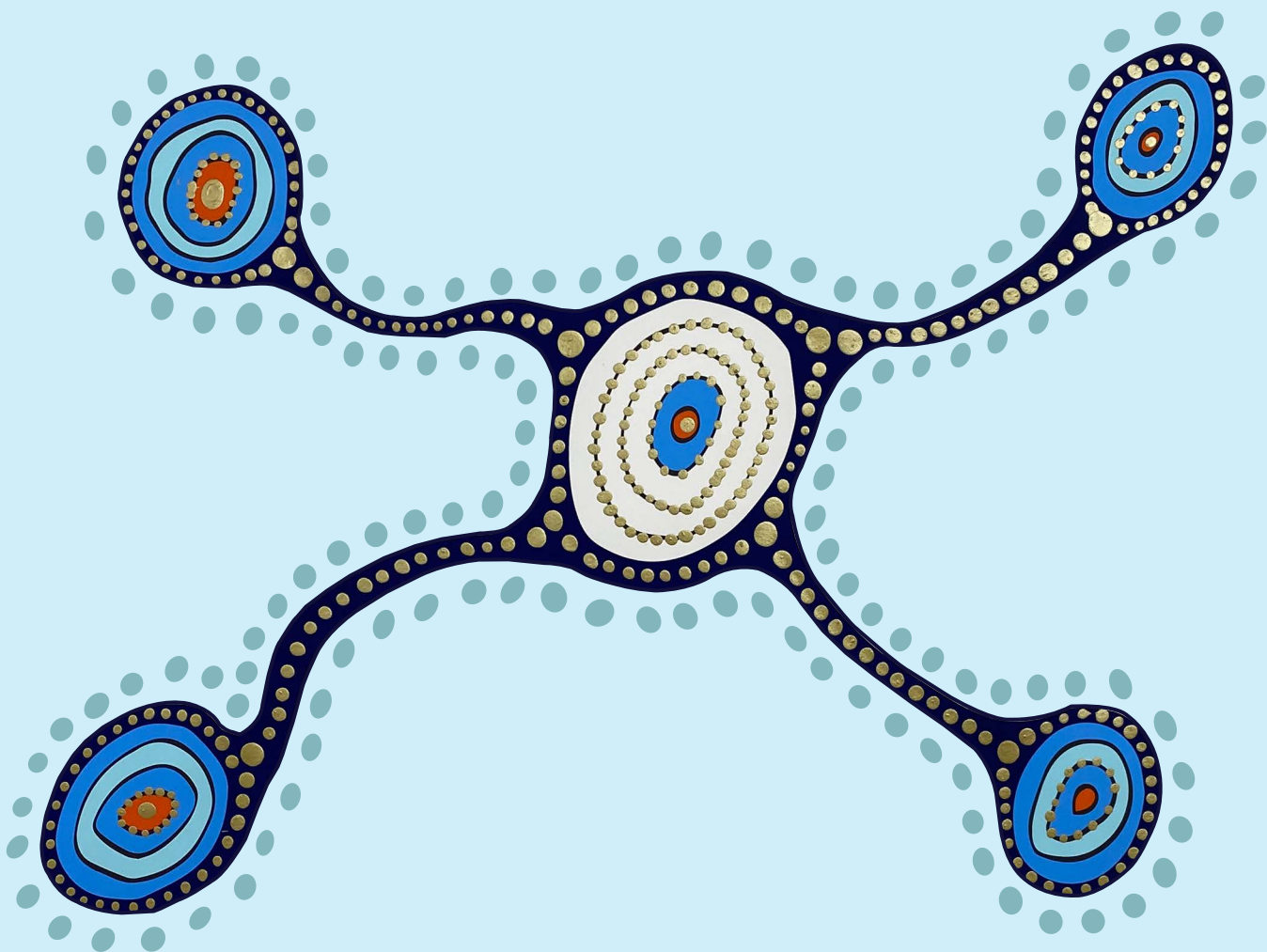
Governance



***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.***





Artist: Deborah Beale

'Walk With Me'

Artist - Deborah Beale

'Djurali' - (Grow),

'Bulbuwul' - (Strong),

'Gumal' - (Friendships).

(Gadigal People of the
Eora Nation)

About the artwork



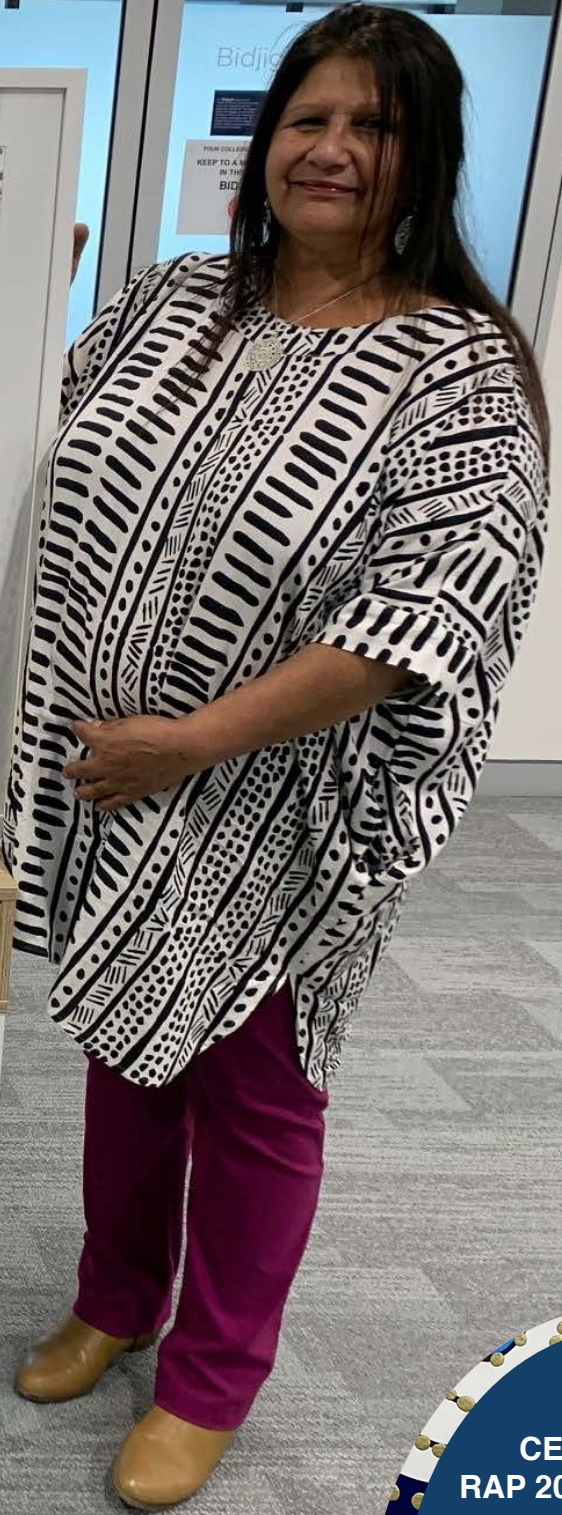
Artist: Deborah Beale

My artwork 'Walk With Me' has a deep historical and cultural connection to family and community. It speaks of the respect and connection we have to the land, sea and sky.

These connections form a relationship between Aboriginal and Torres Strait Islander peoples.

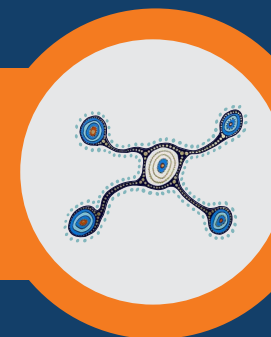
'Walk With Me' depicts a narrative of a journey with our ancestors creating pathways as a new direction with new opportunities. We walk together as a healing process, creating friendships and building strong communities for our social and emotional wellbeing.

'Walk With Me' symbolises 'Grow Strong Friendships'.



Karina Crutch, Aboriginal Health and Wellbeing Programs Officer (left) and artist Deborah Beale (right) delivering the artwork to the CESP HN office

Foreword from the Chair and CEO



We launched our first Reconciliation Action Plan in National Reconciliation Week 2018 and I am very proud of the commitment of the organisation to achieving our RAP objectives over the past two years.

Some of the highlights for me have been:

- the launch of the Eora Newsletter
- our National Reconciliation Week smoking ceremony in 2019
- the naming of the meeting rooms in our new office in honour of significant Aboriginal leaders and clans for our region
- the cultural audit of our facilities
- our comprehensive cultural awareness training for all staff
- the establishment of an Aboriginal and/or Torres Strait Islander workers circle to encourage networking and support between Aboriginal and Torres Strait Islander self-identified staff employed in the services we commission.

Reconciliation is a priority for the board and we are committed to strengthening our own knowledge of; and relationships with Aboriginal and Torres Strait Islander peoples in the region.

It is with great pride, and pleasure, that I commend this plan to you.

Dr Michael Wright

Chair, Central and Eastern Sydney PHN

Michael



'Walk with Me' – the title of Debra Beale's artwork, commissioned for this plan – captures the essence of reconciliation: the journey, the partnerships, the shared experience.

As Central and Eastern Sydney PHN (CESPHN) works to improve and better integrate primary health care into the broader health system, we listen to, and learn from Aboriginal and Torres Strait Islander peoples both within our organisation and in the broader community. Aboriginal and Torres Strait Islander peoples know best what is required to address their needs, and reinforce a holistic, person-centred care approach.

Our second Innovate Reconciliation Action Plan builds on the activities that we started in 2018. We will continue to develop 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. We will also review some of our past activities such as our cultural awareness training for internal staff and commissioned providers, and our recruitment strategies, to see where we can make further improvements.

The development of this plan has involved all of us here at CESPHN reflecting on our vision for reconciliation and the actions we need to take to achieve this. We have been supported by our external Aboriginal Health and Wellbeing Advisory Group who have been involved in the development and review processes and who will hold us accountable.

I thank the members of our internal RAP working group for their work in developing this plan and their commitment to reconciliation. In particular, I acknowledge the support provided by Sharlene Mackenzie, who attends the meetings of the working group as an external Aboriginal advisor and who also chairs our Community Council.

The actions outlined in our Innovate Reconciliation Action Plan are important, and I look forward to working with you all to achieve them.

Michael Moore

Chief Executive Officer, Central and Eastern Sydney PHN

A handwritten signature in white ink that reads "Michael". The signature is stylized with a cursive 'M' and a simple 'i'.



Smoking ceremony at Lionel Bowen Park, Mascot in 2019 with CESP HN staff and Uncle Vic

Smoking ceremony

On Thursday 30 May 2019 CESP HN staff participated in a traditional Aboriginal smoking ceremony to mark National Reconciliation Week.

The aim of National Reconciliation Week is to come together as a nation to move towards a reconciled Australia. It is a time for challenging conversations and for us to reflect on our history together because if we do not do this, we can never achieve true reconciliation.

This is a sacred ceremony, which is ancient Aboriginal custom and is believed to cleanse a space and ward off evil spirits.

Uncle Vic performed the ceremony and all the staff were able to come together to celebrate the sacred ceremony.



Michael Wright (Chair) and Michael Moore (CEO) with Uncle Vic performing the smoking ceremony



Uncle Vic performing the smoking ceremony for the CESP HN staff

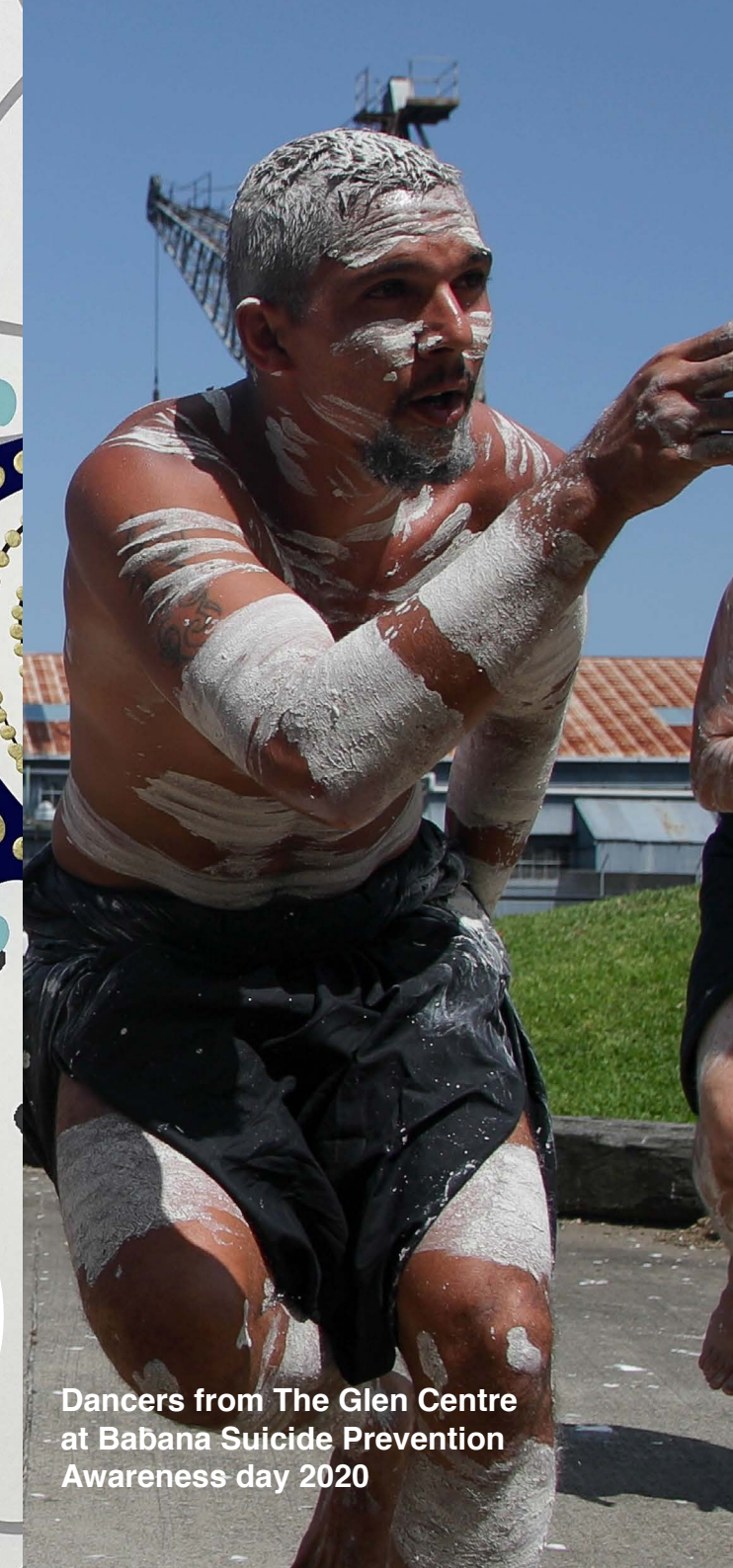
Our vision for reconciliation

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.

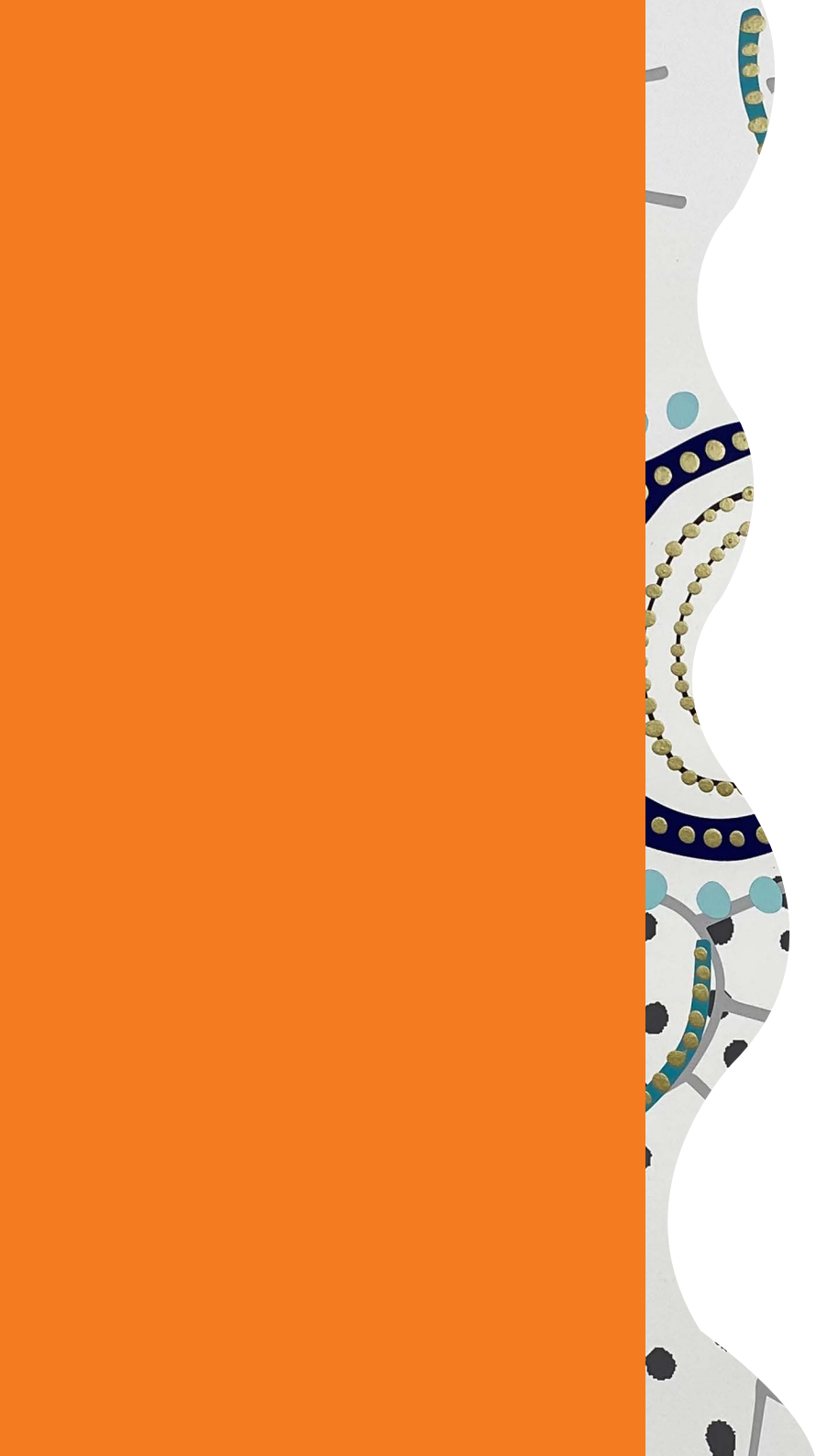
To make this vision a reality we will continue to actively listen to and learn from the experiences of Aboriginal and Torres Strait Islander peoples and Elders and to share our experiences and learnings amongst all our staff.

We are committed to supporting Aboriginal and Torres Strait Islander peoples within our organisation and in the broader community to come up with their own solutions to their primary health care needs and require the same within our commissioned service providers and will strongly promote this in the primary health care system more generally.

Central and Eastern Sydney PHN (CESPHN) respects and values the ongoing participation of and partnerships with Aboriginal and Torres Strait Islander peoples as we work to improve and transform primary health care in our region to enable better health and wellbeing.



**Dancers from The Glen Centre
at Babana Suicide Prevention
Awareness day 2020**



We are committed to contributing to an equitable and inclusive community that values and supports social, economic and cultural wellbeing, demonstrated by:

- Equity in health, social and emotional wellbeing of Aboriginal and Torres Strait Islander peoples
- An organisational commitment to inclusion of Aboriginal and Torres Strait Islander peoples in CESP HN policy, planning and decision making at all levels
- Equitable delivery of primary health services that are culturally appropriate and culturally safe
- Seeking shared learning experiences with the aim of achieving meaningful and genuine connections with Aboriginal and Torres Strait Islander communities.

Our business

Primary health networks have three major roles:

- service improvement
- system integration
- commissioning of services to address gaps

Primary health care services are based in the community, are broad-ranging and include health promotion, prevention and screening, early intervention and treatment.

One of the seven 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 six key priorities for targeted work are alcohol and other drugs, mental health, population health, health workforce, digital health and aged care. Through consultation with communities and relevant stakeholders, Central and Eastern Sydney PHN aims to improve the experience of consumers and carers through better integration, coordination and by encouraging a person-led approach.

We provide programs and services that support general practice and allied health services, including practice support, quality improvement and continuing professional development. This includes training and development to improve the capacity of mainstream primary care services to deliver culturally sensitive services to the central and eastern Sydney region. 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, digital health, HealthPathways, immunisation, mental health and sexual health.

Our organisation aims to improve how the health system works in our region of 1.6 million people.



The Central and Eastern Sydney PHN region stretches from Sutherland and Canterbury in the south to Bondi in the east and Strathfield in the west and includes both Lord Howe and Norfolk Islands.



Central and Eastern Sydney PHN commission organisations to deliver a range of health services. 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. CESP HN currently directly commissions five Aboriginal and Torres Strait Islander community-controlled organisations in our region.

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 codesign 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. Our Evaluation Framework provides a structured plan for the review of all programs and activities with a focus on identifying the outcomes and impacts of programs.

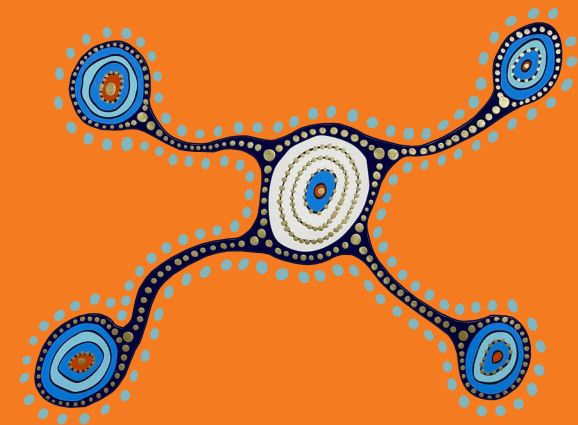
Our organisation:

- employs 99 staff equivalent to 89 FTE,
- employs one staff member who self-identifies as Aboriginal and one external Aboriginal advisor,
- funds 13 Aboriginal identified positions among services we commission that work closely with the Aboriginal and Torres Strait Islander communities we serve,
- has an established Aboriginal Health and Wellbeing Advisory Committee consisting of 12 Aboriginal members of community and local organisations and provides CESP HN with expert advice, guidance and input into our programs and services design and evaluations,
- has a Community Council – a key group that provides strategic advice to the Board and has an Aboriginal chairperson. One member of our Clinical Council identifies as Aboriginal,
- formed an Aboriginal specific working group to contribute to the CESP HN Regional Plan for mental health and suicide prevention (8 out of 10 members identify as being Aboriginal and are a combination of community members with lived experience and professionals working in NGOs and LHDs).



Dancers from Tribal Warrior at Regional Mental Health Plan launch in 2019

We have implemented policies and procedures to further our goals of increasing the number of Aboriginal persons employed at our organisation. This is fully documented in the HR Aboriginal Recruitment and Retention Policy. We strictly adhere to this policy in all recruitment activity undertaken by the organisation.



Our RAP

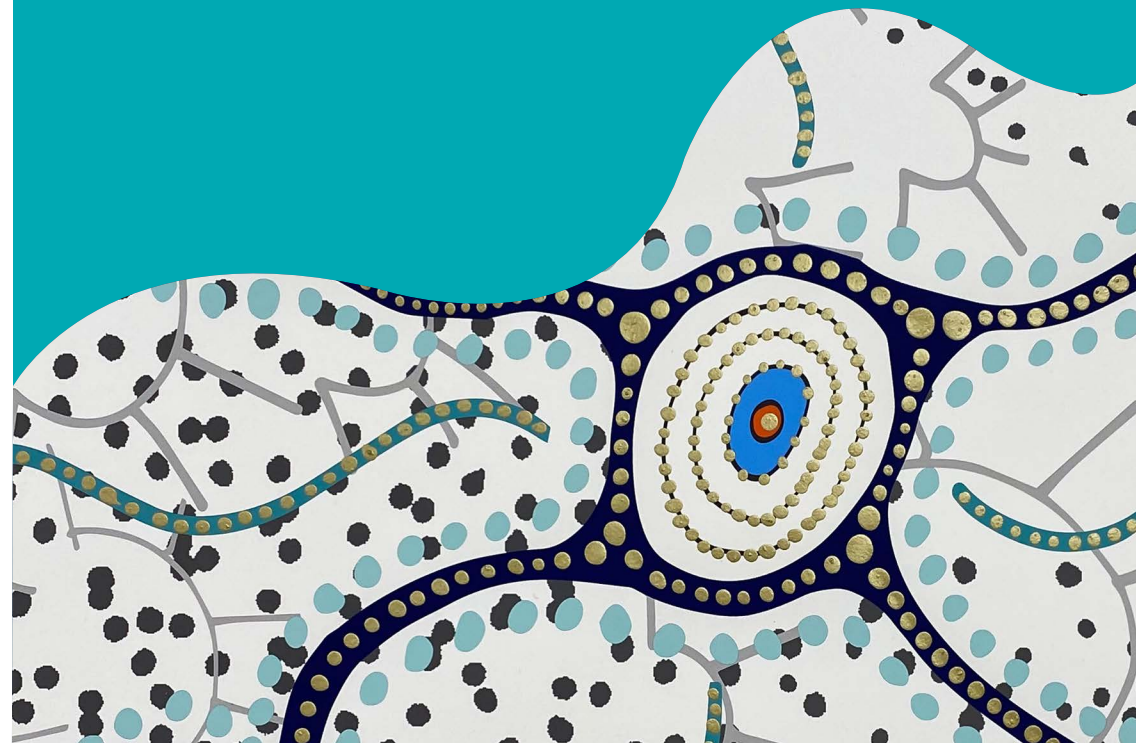
We developed an Innovate RAP 2018-2020 to signify our organisation's commitment to working in partnership with Aboriginal and Torres Strait Islander peoples to address inequalities, especially in health. The RAP outlines how CESP HN intends to contribute to reducing the gap in outcomes between Aboriginal and Torres Strait Islander and non-Aboriginal Australians through the implementation of long-term, sustainable activities.

Whilst CESP HN had already undertaken a significant amount of work with Aboriginal and Torres Strait Islander peoples in our region, our first Innovate RAP formalised these activities and extended the connections we have with Aboriginal and Torres Strait Islander communities and organisations across all aspects of our work.

A RAP Working Group was established in March 2017 that included representation from all areas of the organisation and that was supported by an external consultancy Aboriginal Advisor, Sharlene McKenzie.

The continuing executive champion of the RAP is the General Manager, Planning and Engagement, Nathalie Hansen.

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



The internal working group continues to meet on a monthly basis and includes a minimum of two people from across the various business streams in our organisation. As of August 2020 the membership comprised:



Karina Crutch,
Aboriginal Health and
Wellbeing Programs Officer



Nathalie Hansen, General
Manager, - Planning and
Engagement



Lisa Merrison, Aboriginal
Health and Wellbeing
Programs Manager and
suicide prevention



Sharlene McKenzie,
Aboriginal Advisor



Rachel Kurniawan, Mental
Health Program Officer-
Mental health intake team
leader



Cat McPherson, Child
and Youth Mental Health
Program Officer



Cat Goodwin, Mental
Health and After Hours
Program Manager



Hannah Fraser, HR support
officer



Michaela Fenech, Practice
Support and Development
Program Officer



Nerida Croker, Quality
Improvement Officer



Phoebe Molesworth,
Marketing and
Communications Officer



Susie Riddell, Marketing
and Communications
Officer



Rory Burns, Engagement
Lead

Aboriginal Advisory Committee

The initial Aboriginal Advisory Committee was established in July 2017 and reviewed the RAP documentation and provided advice on development of the Plan and strategies. This committee met monthly and included the following members:

- Aunty Ali Golding
- Aunty Barbara Keeley Simms
- Aunty Yvonne Simms
- William (Bill) Ramage
- Robin Duffy
- Shaylee Matthews
- Sharlene McKenzie

There are now an additional five representatives from community-based organisations, Local Health Districts and Specialty Health Networks.

They meet quarterly and oversee the 2018-20 RAP implementation and development of the 2021-2023 Innovate RAP.



Our current Aboriginal Advisory committee has since grown and now consists of the following members:



Aunty Barbara Keeley Simms



Aunty Yvonne Simms



William (Bill) Ramage



Robin Duffy



Shaylee Matthews



Mark Spinks



Ricky Lyons



Dr Jenny Lonnergan



Sharlene McKenzie
(Chair)



Mick (Michele) Scarcella



Matthew Trindall

Our journey

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 making positive contributions towards equity in health with 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 five Aboriginal owned and operated services with the intention to expand on this further.

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.

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...

Whilst we achieved many actions within our first Innovate RAP, it was apparent we had so much we wanted to do that it became unachievable to complete all the actions within our first plan. We are using the 2021-23 RAP to build on those actions not yet achieved in our first RAP, an opportunity to reflect and review some actions achieved in our first RAP and some new fresh actions and deliverables.

Not only have we included actions and deliverables not yet achieved, we have engaged our staff and workshopped ideas for further action to be fully inclusive and have whole of staff involvement and ownership.

Through implementing our first Innovate RAP, we have made significant progress in delivering on our commitment to reconciliation and have grown as an organisation and as individuals in our understanding of the reconciliation journey.

The implementation and whole of organisation engagement has been led by the CEO and Senior Executive Leadership Team, with acknowledgement of the General Manager of Planning and Engagement as the senior RAP champion.



**Dancers from The Glen Centre
at Babana Suicide Prevention
Awareness day 2020**

Some of our key achievements were:

- Development of and implementation of Cultural Awareness Training for our staff onboarding and continuation of cultural learning journey for existing staff
- Undertaking organisation cultural audit and implementing recommendations
- Development and distribution of Eora Messenger – a newsletter designed to communicate with Aboriginal and Torres Strait Islander peoples within the region
- Development and implementation of our Aboriginal Workers circle- a support and mentoring group for the Aboriginal and Torres Strait Islander staff employed in commissioned programs
- Development and implementation of Aboriginal Engagement guidelines and;
- Development and implementation of an internal staff Aboriginal excellence award.



**Dancers from The Glen
Centre at Babana Suicide
Prevention Awareness day
2020**

Not all actions were achieved in our first RAP. We were enthusiastic in setting targets in our first RAP, which meant we set ourselves more actions and bigger targets than we could achieve in those two years.

Some of the main areas in which we underachieved and require more time for planning and development prior to implementing were:

Challenges	Strategies on how we will overcome them
■ Procurement	■ set more realistic targets ■ develop an internal database of suppliers
■ Employment	■ audit internal current self-identified staff ■ create strong foundations (policies/procedure) that will support Aboriginal and Torres Strait Islander staff in the workplace and organisation
■ Seek member for board of directors	■ review the application process ■ review the eligibility and qualifications required to apply ■ support a community member to undertake Governance training

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



CESPHN recognises the importance of respectful two-way relationships and partnerships with Aboriginal Elders, communities and service providers to strengthen community connection to help us deliver better culturally appropriate services/ programs.

We acknowledge and understand the importance of meaningful relationships with local Aboriginal and Torres Strait Islander communities as being integral to enabling honest and transparent information exchanges for consultations and program design, evaluating outcomes and fostering the empowered decisions of the communities in the CESPHN region.



Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations to support positive outcomes	■ Create opportunities in which local Aboriginal and Torres Strait Islander community, stakeholders and organisations can meet with CESP HN board and staff	Dec 2021, 2022	Aboriginal Health and Wellbeing Programs Officer
	■ Monitor and evaluate our engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Jul 2021, 2022	General Manager - Planning and Engagement
	■ 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 2021, 2022	General Manager - Planning and Engagement
	■ Work with Aboriginal and Torres Strait Islander organisations within our catchment with aim of developing an MOU committing us to working in partnership on a range of health and related issues.	Jun 2021, 2022	General Manager - Planning and Engagement

Action	Deliverable	Timeline	Responsibility
2. Celebrate and Participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and non-Aboriginal peoples.	<ul style="list-style-type: none"> Promote Reconciliation Australia's NRW resources and reconciliation materials to CESPHN staff and stakeholders 	27 May- 3 Jun 2021, 2022	Aboriginal Health and Wellbeing Programs Officer
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external event to recognise and celebrate NRW 	27 May- 3 Jun 2021, 2022	Chairperson of RWG General Manager - Planning and Engagement
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in minimum 3 external events to recognise and celebrate NRW 	27 May- 3 June 2021, 2022	Aboriginal Health and Wellbeing Programs Manager and suicide prevention
	<ul style="list-style-type: none"> Partner with Aboriginal and Torres Strait Islander organisations to publicly support NRW events each year. 	27 May- 3 Jun 2021, 2022	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention
	<ul style="list-style-type: none"> Register all our NRW events on Reconciliation Australia's NRW website. 	13 May 2021, 2022	Aboriginal Health and Wellbeing Programs Officer
	<ul style="list-style-type: none"> In consultation with the Aboriginal Advisory Committee, during NRW festivities, one staff member will receive an award for cultural excellence and work within Aboriginal and Torres Strait Islander communities 	3 Jun 2021, 2022	General Manager - Corporate Services

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence	■ Engage our staff in reconciliation as part of their induction process	Dec 2021, 2022	HR Support Officer
	■ Communicate and promote our commitment to reconciliation and report on progress on our website	Mar 2021, 2022 Jun 2021, 2022 Sep 2021, 2022 Dec 2021, 2022	General Manager - Planning and Engagement
	■ Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes by developing, implementing and sharing resources to ensure culturally welcoming and safe environments	Dec 2021, 2022	Aboriginal Health and Wellbeing Programs Manager and suicide prevention
	■ Launch and promote the RAP in collaboration with local Aboriginal and Torres Strait Islander organisations and stakeholders	Feb 2021	Aboriginal Health and Wellbeing Programs Manager and suicide prevention
	■ Collaborate with other similar organisations with RAP/ Innovate RAP to learn from their successful strategies to advance reconciliation.	Jun 2021, 2022	Aboriginal Health and Wellbeing Programs Manager and suicide prevention
	■ Promote the benefits of having a RAP to other organisations and share lessons learned. Encourage sector and partner organisations to develop a RAP	Mar 2021, 2022 Sep 2021, 2022	Aboriginal Health and Wellbeing Programs Manager and suicide prevention

Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies.	■ Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy	Mar 2021	General Manager - Corporate Services
	■ Work with staff to ensure a good understanding of our anti-discrimination policy.	Sep 2021, 2022	General Manager - Corporate Services
	■ Ensure senior leaders understand the effects of racism.	Dec 2021, 2022	Aboriginal Health and Wellbeing Programs Manager and suicide prevention
	■ Host a screening of the Final Quarter (or equivalent) for all staff and facilitate a discussion following the film utilizing the associated resources from Reconciliation Australia.	Dec 2021	Aboriginal Health and Wellbeing Programs Manager and suicide prevention



Wilhelmina Brown, Lisa Merrison, Hon Linda Burney MP, Mariam Faraj, Karina Crutch, Cat Mcpherson, Susie Riddell at Babana Suicide Prevention Awareness day 2020.

Respect



CESPHN recognises the richness of Aboriginal and Torres Strait Islander cultures, the need for cultural awareness in promoting respect and believes in the positive opportunities offered by Aboriginal and Torres Strait Islander peoples self-determination and involvement in decision making processes.

CESPHN recognises that respect for Aboriginal and Torres Strait Islander peoples' cultures, histories and rights is integral to all of our core business activities. Respect for cultures and protocols is central to building collaborative and respectful relationships with Aboriginal and Torres Strait Islander peoples, clients, communities and organisations which will in turn support our endeavours to embed Aboriginal and Torres Strait Islander people's perspectives in all our strategic and operational activities.

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 communities and ultimately ensure better outcomes for the communities we serve.



Action	Deliverable	Timeline	Responsibility
5. Promote a culturally safe workplace by providing opportunities for all staff to participate in formal and structured cultural learning	<ul style="list-style-type: none"> Continue to utilise an external consultant to undertake a cultural audit of the organisation and address areas for improvement 	May 2021, 2022	GM Corporate Services
	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	May 2021, 2022	General Manager Corporate Services
	<ul style="list-style-type: none"> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of our cultural learning strategy. 	Jun 2021, 2022	Aboriginal Health and Wellbeing Programs Manager and suicide prevention
	<ul style="list-style-type: none"> Review and update our cultural learning strategy and ensure an ongoing continuum of experiences and learning 	Jun 2021, 2022	Aboriginal Health and Wellbeing Programs Officer
	<ul style="list-style-type: none"> Develop specific training for managers who may manage a self identified Aboriginal and/or Torres Strait Islander employee 	Apr 2021	Aboriginal Health and Wellbeing Programs Manager and suicide prevention
	<ul style="list-style-type: none"> Implement specific training for managers who may manage an Aboriginal and/or Torres Strait Islander employee 	Jun 2021	Aboriginal Health and Wellbeing Programs Manager and suicide prevention
	<ul style="list-style-type: none"> Develop and deliver appropriate cultural awareness/ engagement sessions for staff, Board and Council members, aiming for 100% attendance rate of workforce 	Dec 2021, 2022	Aboriginal Health and Wellbeing Programs Manager and suicide prevention
	<ul style="list-style-type: none"> Include cultural training as part of all staff's Performance and Development plans 	Oct 2021, 2022	HR Support Officer

Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	■ Develop, review and implement a cultural protocol document including protocols for Welcome to Country and Acknowledgement of Country	Feb 2021	Aboriginal Health and Wellbeing Programs Officer
	■ Raise awareness and promote understanding with staff at orientation, ensuring Traditional Custodians of land areas in the region of CESP HN are stated where it is clear and known	Feb 2021	Aboriginal Health and Wellbeing Programs Officer
	■ Continue to invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year	Dec 2021, 2022	Aboriginal Health and Wellbeing Programs Manager and suicide prevention
	■ Continue to provide an Acknowledgement of Country or other appropriate protocols at the commencement of all CESP HN meetings.	Dec 2021, 2022	General Manager - Planning and Engagement
	■ Continue to review HR policies and procedures and implement one paid cultural leave day into policies to attend event of significance	Jun 2021, 2022	General Manager - Corporate Services

Action	Deliverable	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	■ RAP Working Group to participate in an external NAIDOC Week event	First week in Jul 2021, 2022	Chairperson of RWG
	■ CESP HN to partner with Aboriginal and/or Torres Strait Islander organisations and support events during NAIDOC Week	First week in Jul 2021, 2022	Aboriginal Health and Wellbeing Programs Manager and suicide prevention
	■ Promote and encourage participation in minimum 3 external NAIDOC Week events to all staff.	First week in Jul 2021, 2022	Aboriginal Health and Wellbeing Programs Officer
	■ Develop and foster an annual award for an external person/organisation who is making a difference in Aboriginal and/or Torres Strait Islander health to be awarded in NAIDOC Week.	Apr 2021	Aboriginal Health and Wellbeing Programs Manager and suicide prevention
	■ Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2021	General Manager - Corporate Services
	■ Implement an annual award for an external person/organisation who is making a difference in Aboriginal and/or Torres Strait Islander health to be awarded in NAIDOC Week.	First week in Jul 2021, 2022	Aboriginal Health and Wellbeing Programs Manager and suicide prevention

Opportunities



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

We aim to embed reconciliation within our work by increasing opportunities for Aboriginal and Torres Strait Islander community members by way of employment, health, social and cultural developments.

We are determined to build a culturally safe environment, providing meaningful and rewarding opportunities for current and prospective Aboriginal and Torres Strait Islander employees, organisations, programs and services through recruitment and selection, workforce representation, workplace culture our procurement and commissioning practices.

Creating and fostering new opportunities with Aboriginal and Torres Strait Islander peoples, communities and organisations is part of our everyday work. CESP HN strives to create employment opportunities and create inclusive procurement pathways that encourage and promote engagement with Aboriginal and Torres Strait Islander peoples and businesses and enterprises.

Action	Deliverable	Timeline	Responsibility
8. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace	<ul style="list-style-type: none"> Engage with existing Aboriginal and/or Torres Strait Islander staff to inform future employment and professional development strategies to attract Aboriginal and Torres Strait Islander staff. 	Mar 2021, 2022	<p>Led by Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention</p> <p>Supported by HR Support Officer</p>
	<ul style="list-style-type: none"> Encourage Aboriginal and Torres Strait Islander employment within our commissioned services by asking services to report on this and through supporting a CESPHE Aboriginal Workers Circle. 	Aug 2021, 2022	Aboriginal Health and Wellbeing Programs Manager and suicide prevention
	<ul style="list-style-type: none"> Investigate ways in which to connect with and partner with schools, TAFE and Universities to offer student placements and work experience 	Jan 2022	General Manager - Planning and Engagement
	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	Jul 2021	General Manager - Corporate Services
	<ul style="list-style-type: none"> Review and evaluate our Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. 	Jun 2021, 2022	General Manager - Corporate Services
	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace 	Jul 2021	General Manager - Corporate Services

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Ensure 3% of our FTE workforce self-identify as Aboriginal and Torres Strait Islander peoples, aiming to recruit staff to roles across the organisation and at all levels. 	Sep 2021, 2022	General Manager - Corporate Services
	<ul style="list-style-type: none"> Implement an evidence-based system of continual quality improvement to understand effectiveness of our Aboriginal and Torres Strait Islander recruitment and retention strategies. 	Jul 2021	General Manager - Corporate Services
	<ul style="list-style-type: none"> Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander people. 	Dec 2021, 2022	HR Support Officer
9. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation.	<ul style="list-style-type: none"> Implement an Aboriginal and Torres Strait Islander procurement strategy. 	Mar 2021	General Manager - Corporate Services
	<ul style="list-style-type: none"> Promote our Supply Nation membership and develop a list of potential businesses for use throughout the organisation 	Apr 2021	General Manager - Planning and Engagement
	<ul style="list-style-type: none"> Develop list of services, businesses and organisations and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. 	Jun 2021	General Manager - Planning and Engagement

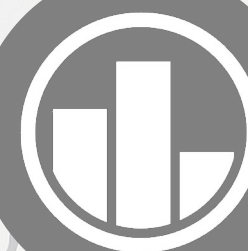
Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	Mar 2021, 2022	General Manager- Corporate Services
	<ul style="list-style-type: none"> Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses resulting in at least 20 per cent of operational procurement opportunities being sourced from Aboriginal and/or Torres Strait Islander businesses 	Dec 2021, 2022	General Manager - Corporate Services
	<ul style="list-style-type: none"> Promote usage of Aboriginal and Torres Strait Islander providers as first preference for CESP HN's catering needs. 	Mar 2021	General Manager - Planning and Engagement
10. Ensure that our commissioning policies are culturally inclusive	<ul style="list-style-type: none"> Encourage Aboriginal and Torres Strait Islander organisations to tender for commissioning contracts with us 	Jul 2021, 2022	General Manager Clinical Services Supported by General Manager Primary Care Improvement
	<ul style="list-style-type: none"> Invite Aboriginal and Torres Strait Islander peoples to sit on commissioning panels 	Jul 2021, 2022	General Manager Clinical Services Supported by General Manager Primary Care Improvement

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> ■ Address the needs of local Aboriginal and Torres Strait Islander communities throughout our commissioning process, including identifying service gaps, program development and commissioning. 	Jul 2021, 2022	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention
	<ul style="list-style-type: none"> ■ Encourage Aboriginal and Torres Strait Islander Communities and organisations to participate in our specific Aboriginal and Torres Strait Islander commissioning activities (such as tender review panels, codesign, need assessments) related to CESP HN funded programs 	Jul 2021, 2022	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention
	<ul style="list-style-type: none"> ■ Develop minimum standards that organisations must meet when tendering for funding and a cultural audit evaluation tool for organisations who are receiving funding from CESP HN. 	Mar 2021	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention
	<ul style="list-style-type: none"> ■ Implement minimum standards that organisations must meet when tendering for funding and a cultural audit evaluation tool for organisations who are receiving funding from CESP HN. 	Jul 2021	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention



Dancers from Tribal Warrior at
Regional Mental Health Plan
launch in 2019

Governance



Action	Deliverable	Timeline	Responsibility
11. Maintain an effective RAP Working group (RWG) to drive governance of the RAP	■ Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Dec 2021, 2022	Chairperson of RWG
	■ Maintain an annual review of a Terms of Reference for the RWG.	Nov 2021, 2022	Chairperson of RWG
	■ Continue to meet monthly to drive and monitor RAP implementation.	Dec 2021, 2022	Aboriginal Health and Wellbeing Programs Officer
12. Provide appropriate support for effective implementation of RAP commitments.	■ Define resource needs for RAP implementation	Feb 2021	General Manager- Corporate Services
	■ Engage our senior leaders and other staff in the delivery of RAP commitments.	Feb 2021	General Manager - Planning and Engagement
	■ Define and maintain appropriate systems to track, measure and report on RAP commitments.	Feb 2021	General Manager - Planning and Engagement
	■ Maintain an internal RAP Champion from senior management.	Feb 2021	CEO
13. Include Aboriginal and Torres Strait Islander representation in our governance structures	■ Encourage Aboriginal and Torres Strait Islander representation on all our key advisory groups.	Nov 2021, 2022	General Manager - Planning and Engagement
	■ Encourage Aboriginal and Torres Strait Islander representation on EIS Health Ltd Board.	Nov 2021, 2022	Company Secretary for the CESP HN board
	■ Explore opportunity to invite an Aboriginal person to be a Cultural advisor to our board.	Nov 2021, 2022	Company Secretary for the CESP HN board

Action	Deliverable	Timeline	Responsibility
14. Report RAP achievements, challenges, and learnings to Reconciliation Australia	■ Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Sep 2021, 2022	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention
	■ RWG to collect data for the RAP IMQ (Here)	30 Sep 2021, 2022	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention
	■ RWG to seek internal approval to submit the RAP IMQ to RA	30 Sep 2021, 2022	Aboriginal Health and Wellbeing Programs Manager and Suicide Prevention
	■ Report six monthly on progress of RAP to Board, Clinical and Community Councils, staff and management meetings	Mar 2021, 2022 Sep 2021, 2022	Aboriginal Health and Wellbeing Programs Officer
	■ Publicly report our RAP achievements, challenges and learnings, annually.	Mar 2021, 2022 Jun 2021, 2022 Sep 2021, 2022 Dec 2021, 2022	Marketing and Communication Manager
	■ Report our achievements, challenges and learnings externally via our publications (Sydney Health Weekly and Primary Health Quarterly) and social media	Mar 2021, 2022 Jun 2021, 2022 Sep 2021, 2022 Dec 2021, 2022	Marketing and Communication Manager
	■ Participating in Reconciliation Australia's biennial Workplace RAP Barometer. (Here)	May 2022	General Manager- Corporate Services

Action	Deliverable	Timeline	Responsibility
15. Continue our reconciliation journey by developing our next RAP	■ Register via Reconciliation Australia's website to begin developing our next RAP	Jun - Dec 2022	Aboriginal Health and Wellbeing Programs Manager and suicide prevention
	■ Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements	Jun 2022	Aboriginal Health and Wellbeing Programs Manager and suicide prevention
	■ Send draft RAP to RA for review and feedback	Aug 2022	Aboriginal Health and Wellbeing Programs Manager and suicide prevention
	■ Submit draft RAP to RA for final endorsement	Dec 2022	Aboriginal Health and Wellbeing Programs Manager and suicide prevention

Contact details

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**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.**



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