



Australian Government
Department of Health



Innovate

Reconciliation Action Plan



December 2021–December 2023

Acknowledgement of Country

The Department of Health (Health) acknowledges and pays respect to the Traditional Owners and Custodians of the lands throughout Australia. We recognise the strength and resilience of Aboriginal and Torres Strait Islander peoples, and their continuing connections to land, sea and community. We pay our respects to Elders past, present and emerging.

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Reconciliation Action Plan

December 2021–December 2023

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Artwork acknowledgement

Chern'ee Sutton



The artwork in Health's Innovate Reconciliation Action Plan (RAP) titled, '*100 years of Health*' was created by Chern'ee Sutton, a contemporary Indigenous artist from the Kalkadoon people. Scan the QR code to hear Chern'ee telling the story behind the artwork or read the story below.

"This painting is my interpretation of the Department of Health, their reconciliation journey and 100 years of Health."

In my painting the large community symbol in the centre represents the Department of Health and is painted in their corporate colours. The three aqua rings which surround the community symbol represent the Department of Health's Reconciliation Action Plan, with each ring representing a different pillar of reconciliation—opportunities, relationships and respect.

The large tree which is growing through the middle of the painting symbolises the maturity model which the Department of Health uses to map their success towards Reconciliation—Foundation, Mature and Embed. The strong roots of the tree are the Foundation, which relates to people or processes that are in the very early stages of contributing to reconciliation. As the tree grows and matures it represents the many employees who have already undertaken their first steps of reconciliation and are ready to continue their reconciliation journey and build their cultural competence. The seeds and leaves Embed this knowledge and commitment to reconciliation into the Department of Health, taking the lessons that have been learned and working to make them front of mind in business operations and outcomes.

The three large "U" symbols which surround the tree, represent the Department of Health's Strategic Priorities, which include better health and ageing outcomes for all Australians, an affordable, quality health and aged care system, and better sport outcomes. The three yellow and orange blooming flowers represent the Department of Health's commitments which are: providing high quality advice to the Government and delivering key reforms and priorities: being a high performing organisation focused on improving workforce capability; and being an inclusive and collaborative workplace.

The six yellow and brown dotted circles which are surrounded by orange silhouettes and connected by the spirit trails joining into the main community symbol, represent the six Outcomes that the Department of Health and the Government strive to achieve, which are: Health System Policy, Design and Innovation; Health Access and Support Services; Sport and Recreation; Individual Health Benefits; Regulation, Safety and Protection; and Ageing and Aged Care.

The four white and blue community symbols dotted in the background, symbolise the Department of Health's four senior governance committees that provide advice and make recommendations to the Executive on organisational performance, delivery of Administered Programs, implementation of the department's highest risk change projects, and strategic portfolio policy issues to improve the performance of health and aged care systems. These committees are the Executive Committee, the Audit and Risk Committee, the Performance Assurance Committee and the Investment and Implementation Board.



Scan the QR code to hear Chern'ee telling the story behind the artwork.

The shield and spears represent the Department of Health's Risk Management framework, which is a key priority, providing practical and relevant guidance to staff on engaging with risk. The eight blue and white stars in the background represent the department's workforce capabilities—leadership and management; learning and development; project management and governance; strategic policy advice: data, analytics and informatics; stakeholder engagement and collaboration; workforce diversity and inclusiveness; and enabling functions.

The handprints around the edge of the painting represent the support and care that the Department of Health provides to all Australians. The kangaroo and emu footprints represent the Department of Health's Reconciliation Action Plan Working Group and National Aboriginal and Torres Strait Islander Staff Network, which help the department and the Government to always move forwards and never backwards, just like the kangaroo and emu.

The bright shining sun represents the Department of Health's vision which is for the better health and wellbeing for all Australians, now and for future generations. This vision is helping to create a brighter future for all Australians and the butterflies represent the change that the department is creating for that brighter future. The butterflies are also a symbol for health as when they can be seen, Mother Nature is healthy.

The footprints represent the Department of Health's journey from the past, to the present and into the future and the boomerang represents 100 years of Health as well as the constant and returning care that the Department of Health has provided to all Australian citizens from its establishment in 1921 to 2021. The two largest pandemics in recorded history are the bookends to the first 100 years of the Department of Health, the light blue silhouettes around both ends of the boomerang symbolise these pandemics, the Spanish flu on the bottom left of the boomerang and coronavirus on the top right. Between these two global and national health emergencies is a century of service."





Secretary's message

I am pleased to present the Department of Health Innovate Reconciliation Action Plan 2021–2023.

Health is committed to a reconciled Australia. We are working in partnership with Aboriginal and Torres Strait Islander people to achieve health equality, and better health and wellbeing for all Australians.

Our department has proudly built an open and flexible culture that welcomes and values people from diverse backgrounds and cultures. We understand that empowering all staff to achieve their full potential, and reflecting the community we serve, are essential to achieving the goal of better health outcomes for all. This very much applies to Aboriginal and Torres Strait Islander staff at Health.

In March 2021 Health celebrated its centenary. This provided an opportunity to reflect on the department's progress over the last 100 years, including our reconciliation journey. While we have certainly seen progress, there is still more to be done to achieve a reconciled Australia.

Participating in Reconciliation Australia's RAP Program is assisting this journey. It has enabled us to identify meaningful, sustainable, and measurable actions to further reconciliation. These actions are aligned to the core pillars of reconciliation — relationships, respect and opportunities.

This is our fifth RAP since our inaugural plan was launched in May 2007. While it builds on the successes and lessons learned from implementing previous RAPs, it is also heavily influenced by department-wide consultation including both Aboriginal and Torres Strait Islander staff and non-Indigenous staff. Through this engagement, staff called on the department to:

- continue our cultural learning journey — seeking opportunities to include localised and department related information in our communications, resources and learning programs
- embed reconciliation in day-to-day business — building on past successes and lessons learnt to make systemic changes to achieve reconciliation goals
- enhance communication of our Innovate RAP — through regular and targeted communications highlighting successes, progress and the actions staff can take
- increase staff knowledge of Aboriginal and Torres Strait Islander businesses — building confidence to procure and engage with businesses and support new and strengthened partnerships

We listened, and these aspirations are reflected in the unique actions and deliverables identified in this new plan.



It focuses on strengthening current initiatives, developing new innovative strategies, and embedding reconciliation in day-to-day business. It will guide our efforts to drive reconciliation outcomes not only within our department, but across our portfolio and within our sphere of influence.

To achieve our ambitious reconciliation goals, we will continue to increase Aboriginal and Torres Strait Islander staff representation at all levels across the department. Development and progression opportunities are essential to support Aboriginal and Torres Strait Islander emerging talent and create pathways into senior leadership roles.

We will also offer opportunities and encouragement to all staff to learn more about Aboriginal and Torres Strait Islander cultures. Increased cultural capability supports genuine, respectful, and collaborative relationships between our staff, and between staff and external Aboriginal and Torres Strait Islander peoples. It will ensure all staff can continue their learning journey and improve Health's ability to deliver culturally appropriate services, policies and programs.

I thank all the staff who made valued contributions in the development of this Innovate RAP. In particular I acknowledge the RAP Working Group, Indigenous Champions, and Inclusion team for their ongoing support to this important work.

All of us – as individuals, teams and across the department – should embrace the goals of the RAP and take action with conviction and courage to achieve a reconciled Australia.

Dr Brendan Murphy
Secretary

*The boomerang represents
100 years of Health as well as
the constant and returning care
that the Department of Health
has provided to all Australian
citizens from its establishment
in 1921 to 2021.*





Indigenous Champion's message

Our department plays a critical role in achieving reconciliation between First Nations peoples and all Australians. We do this by working with Aboriginal and Torres Strait Islander peoples to improve life expectancy, and health and wellbeing outcomes; and by growing a diverse and inclusive workplace culture.

This Innovate RAP outlines the actions we are taking to progress reconciliation in our workplace, core business and sphere of influence. It provides crucial guidance on the steps needed to embed effective actions in our day-to-day business. Including important actions that focus on the attraction, development and retention of Aboriginal and Torres Strait Islander staff.

At Health we understand the fundamental role that connection to Country, family, kinship, community and culture play in Aboriginal and Torres Strait Islander health and wellbeing. This understanding has guided the development of our Innovate RAP. Its unique deliverables focus on empowerment, self-determination and harnessing the valuable perspectives and knowledge of Aboriginal and Torres Strait Islander staff, peoples, and stakeholders.

Our Innovate RAP documents our commitment to taking meaningful action to make our workplace culture even more inclusive; to foster mutually respectful relationships between Aboriginal and Torres Strait Islander peoples and other Australians, and to demonstrate through action our respect for Aboriginal and Torres Strait Islander peoples and cultures, and their inherent resilience and strength.

We will continue to provide all staff the opportunity to engage with, learn about, and share Aboriginal and Torres Strait Islander cultures and histories. Staff are strongly encouraged to develop their cultural competence and pursue both a personal and organisational journey in reconciliation. This includes providing opportunities that empower Aboriginal and Torres Strait Islander staff to maintain and grow their connections with Country, culture and family.

I encourage all staff to reflect on their level of cultural awareness and understanding and use this plan to inform the actions they take next. Our Innovate RAP artwork by Chern'ee Sutton beautifully captures this concept with the tree symbolising the maturity model of Foundation, Mature and Embed. The strong roots of the tree are the Foundation, which relates to people or processes that are in the very early stages of contributing to reconciliation. The growth and maturing of the tree represents the many staff who have already undertaken their first steps of reconciliation and are ready to continue their reconciliation journey and build their cultural competence. The seeds and leaves represent the embedding of this knowledge, harnessing the lessons that have been learned and working to make them front of mind in business operations and outcomes.

*The butterflies are
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as when they can be seen,
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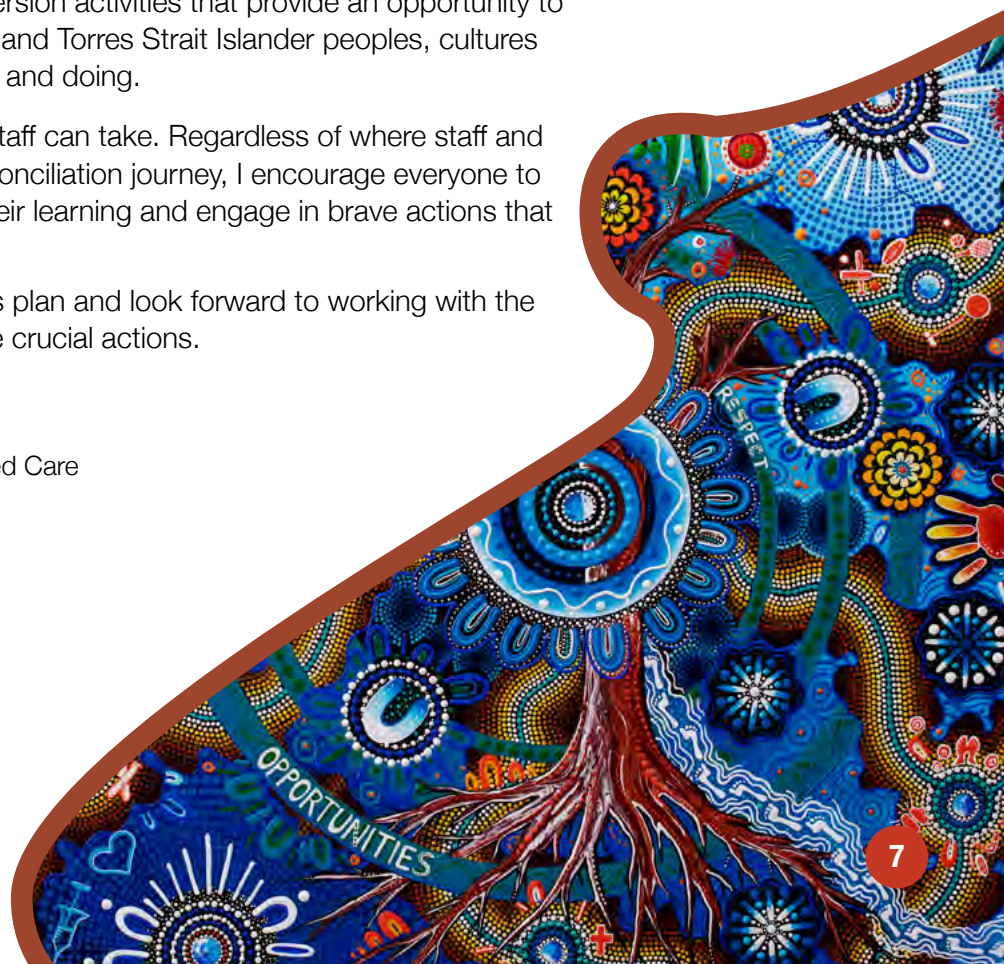
Your next steps may include:

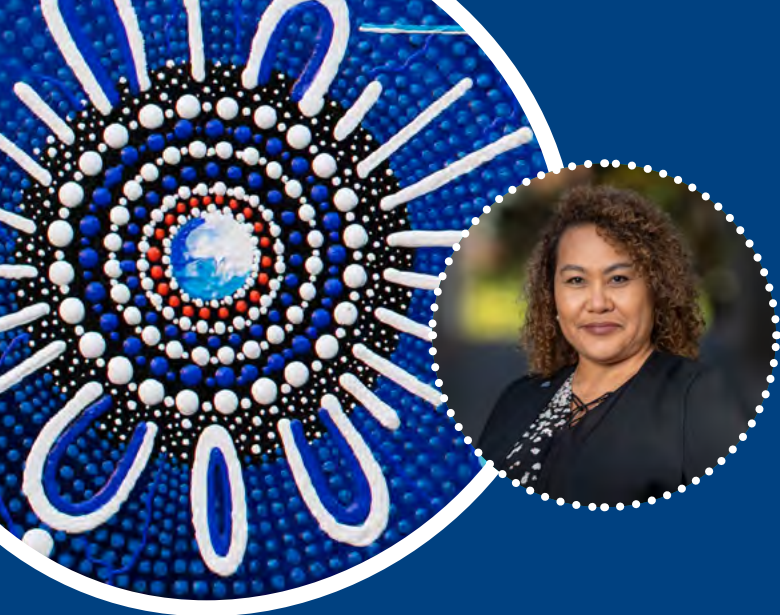
- completing the cultural competency programs available at Health
- reading Health's Cultural Protocols Guide
- joining Health's National Aboriginal and Torres Strait Islander Staff Network
- participating in days of significance, including Mabo Day, NAIDOC Week, National Apology, National Sorry Day and National Reconciliation Week
- supporting initiatives aimed at improving Aboriginal and Torres Strait Islander employment outcomes
- collaborating and working in partnership with Aboriginal and Torres Strait Islander peoples to develop and deliver culturally appropriate policies, programs and services
- establishing an effective commercial or business partnership with an Aboriginal and Torres Strait Islander organisation based on mutual respect and trust
- participating in cultural immersion activities that provide an opportunity to learn more about Aboriginal and Torres Strait Islander peoples, cultures and ways of knowing, being and doing.

There are many more actions staff can take. Regardless of where staff and stakeholders are at on their reconciliation journey, I encourage everyone to seek opportunities to further their learning and engage in brave actions that contribute to reconciliation.

I am delighted to champion this plan and look forward to working with the department to implement these crucial actions.

Michael Lye
Senior Indigenous Champion
Deputy Secretary, Ageing and Aged Care





Reconciliation Australia CEO statement

Reconciliation Australia commends the Department of Health on the formal endorsement of its fifth Reconciliation Action Plan (RAP).

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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. The Department of Health continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

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

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

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

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

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

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

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

Congratulations to the Department of Health on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our Vision for Reconciliation

Our vision is for a reconciled Australia that embraces the unique cultures, experiences and rights of Aboriginal and Torres Strait Islander peoples and their contribution to achieving better health and wellbeing for all Australians, now and for future generations. Health envisions an equitable Australian health system free of racism, where all Aboriginal and Torres Strait Islander peoples have access to health services that are effective, high quality, appropriate and affordable.

By providing opportunities to deepen our workforce's cultural understanding of Aboriginal and Torres Strait Islander peoples, we will realise our vision of a reconciled Australia.

This will enable Health to work in genuine partnership with Aboriginal and Torres Strait Islander peoples, communities, organisations and mainstream services to improve health and wellbeing outcomes.

We commit to an inclusive workplace that is culturally safe, rich, and proud, empowering Aboriginal and Torres Strait Islander staff to achieve at their full potential.

Together, we will welcome, learn and embrace Aboriginal and Torres Strait Islander perspectives and ensure this is embedded in our day-to-day business, internally and in our interactions with the community.

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which is for the better health and wellbeing for all
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This vision is helping to create a brighter future for
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Our Business

Health is a large Commonwealth department that works with its partners to support the Government to lead and shape Australia's health and aged care system and sporting outcomes through evidence-based policy, well targeted programs, and best practice regulation.

Health's vision is better health and wellbeing for all Australians, now and for future generations.

Health's national headquarters are located in Canberra, with offices in Adelaide, Brisbane, Darwin, Hobart, Melbourne, Perth, Sydney and Townsville. As at 30 June 2021, Health employed 4,760 people, with 120 staff identified as an Aboriginal and/or Torres Strait Islander person. This represents 2.5 per cent of all Health staff.

We work in partnership with our stakeholders to develop, implement and oversee policies and programs that are coherent, connected and evidence-based.

We are committed to learning from, and sharing our experience and expertise with, partners in Australia and around the world, and improving health in the region and globally. We are committed to being a high-performance organisation focused on improving workforce capability across the department, providing high quality advice, and delivering key reforms and priorities. We are committed to an inclusive and collaborative workplace.

We engage with a broad and varied range of stakeholders from across our portfolio, the government and including our state and territory counterparts, researchers, and the Australian public. Our people, and our partnerships with health, aged care and sport stakeholders are central to the delivery of the Outcomes and Programs outlined in our Corporate Plan. We will continue to seek opportunities to advance reconciliation in our sphere of influence.

We recognise the knowledge, strengths, skills, and lived experience of Aboriginal and Torres Strait Islander people must be at the heart of our work. There is no single Aboriginal and/or Torres Strait Islander identity. Australia is made up of hundreds of different Aboriginal and Torres Strait Islander countries, each with their own culture, language and belief system. For health and social and emotional wellbeing services to be responsive, these services must be tailored to the needs of Aboriginal and Torres Strait Islander peoples. This means Aboriginal and Torres Strait Islander people must be able to determine and lead priorities and actions.

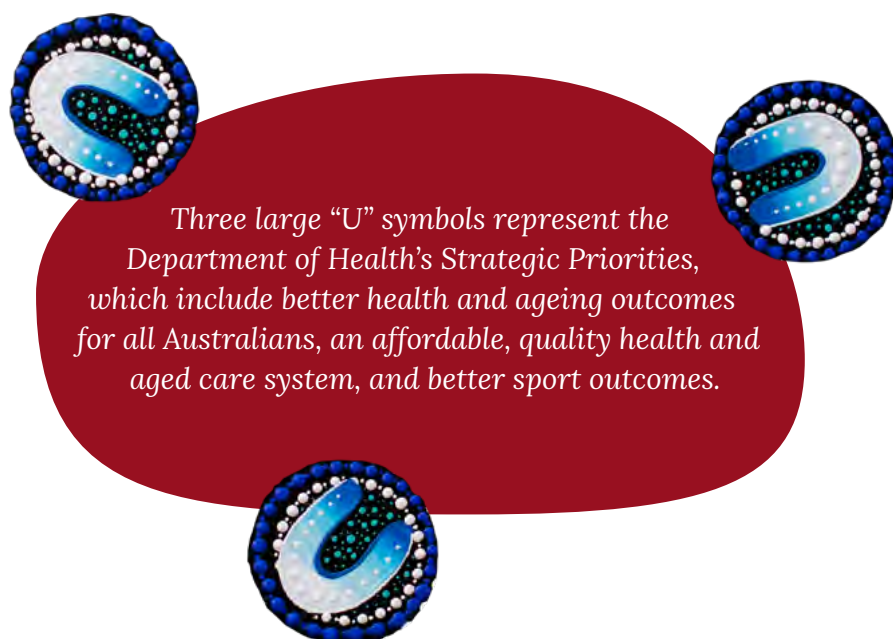
In 2020, all Australian governments signed up to the new National Agreement on Closing the Gap (National Agreement). For the first time, the National Agreement was developed in genuine partnership between Australian governments and the Coalition of Peaks. Through this agreement, the Australian Government made a clear commitment to change the way its agencies work with Aboriginal and Torres Strait Islander people. This includes four new Priority Reforms:

- Priority Reform One: Formal Partnerships and Shared Decision Making.
- Priority Reform Two: Building the Community Controlled Sector.
- Priority Reform Three: Transforming Government Organisations.
- Priority Reform Four: Shared Access to Data and Information at a Regional Level.

To put our commitments under the National Agreement into action, our Executive Committee will establish and oversee structured mechanisms to:

- Strengthen our partnerships with Aboriginal and Torres Strait Islander health stakeholders.
- Strengthen departmental policies, procedures and committees to build on and better reflect Aboriginal and Torres Strait Islander peoples' views and participation in Health's workforce, policies and programs.
- Improve Australia's health systems by working with Aboriginal and Torres Strait Islander health stakeholders to drive better outcomes for Aboriginal and Torres Strait Islander peoples.
- Build the Department of Health as a leading Australian Public Service employer of choice for Aboriginal and Torres Strait Islander peoples.

Importantly, this will ensure Aboriginal and Torres Strait Islander peoples voices guide reforms across health, mental health, aged care and health workforce programs, services and policies. This genuine partnership approach has been taken during the development and co-design of the refreshed 10 year [National Aboriginal and Torres Strait Islander Health Plan](#), which will form the overarching policy framework for Aboriginal and Torres Strait Islander health.



Three large “U” symbols represent the Department of Health’s Strategic Priorities, which include better health and ageing outcomes for all Australians, an affordable, quality health and aged care system, and better sport outcomes.



Our RAP

Health first developed a Reconciliation Action Plan in 2007. Since then, successive RAPs have outlined practical actions to develop respectful relationships and create meaningful opportunities with Aboriginal and Torres Strait Islander peoples. The RAPs have driven Health's contribution to reconciliation both internally and in the communities in which we operate, while supporting business outcomes.

Our earliest RAPs built the foundation for current initiatives and included implementation of the Aboriginal and Torres Strait Islander Workforce Action Plan 2007–2008 and establishment of the RAP Committee in 2009.

Our previous Innovate RAP 2017-2019 achievements included:

- development of a face-to-face Cultural Awareness Program and delivery to 62 per cent of staff as at 31 January 2021
- publishing a Cultural Protocols Guide
- hosting events across all offices to mark days of significance including, Mabo Day, NAIDOC Week, National Apology, National Sorry Day and National Reconciliation Week
- incorporating Ngunawal language and Aboriginal and Torres Strait Islander artwork into the design of Sirius Building, Canberra, to symbolise Health's journey to a culturally respectful and inclusive workplace
- developing and delivering Health's Aboriginal and Torres Strait Islander Employment and Retention Strategy 2019 – 2021
- participating in a range of Indigenous entry level programs, career workshops and talent programs
- seconding staff to Aboriginal and Torres Strait Islander communities through the Jawun Programme
- maintaining Supply Nation membership since 2016
- exceeding procurement targets for engaging Aboriginal and Torres Strait Islander owned enterprises. In 2020–21, the department entered into 175 new contracts with Aboriginal and Torres Strait Islander owned businesses, worth a combined \$34.5 million. This exceeded the departments target of 88 new contracts and its value-based target of \$9.2 million.

Our new Innovate RAP 2021–2023 builds upon the achievements of our preceding RAPs, aiming to strengthen existing initiatives and establish new actions and deliverables tailored to our core business and the department's sphere of influence. Our Innovate RAP is championed by Health's Secretary and Indigenous Champions.

To develop meaningful and unique deliverables for this plan, Health undertook a whole of department approach to consultation with staff. We engaged an Aboriginal owned and managed business, Coolamon Advisors, to lead a national consultation to inform the plan's initial development. More than 250 staff, representing a wide range of levels, business areas and locations were involved in culturally appropriate and inclusive forums and interviews. This process gathered the aspirations and creative ideas of our workforce to shape our reconciliation actions and journey.

The common themes emerging from this engagement were the need to:

- continue our cultural learning journey – with more localised and department related information to be included in future cultural learning programs.
- demonstrate an ongoing commitment to the recruitment and retention of Aboriginal and Torres Strait Islander staff in the department.
- create systemic changes that embed RAP progress ensuring our successes are built upon, lessons learnt are shared, and our successes become the new standard of our day-to-day business.
- provide regular and targeted communication to staff that promotes the RAP and highlights successes across the department.
- explore opportunities to increase staff knowledge of, and participation in, procuring and engaging Aboriginal and Torres Strait Islander businesses.

As well as the valuable contributions of our staff, four learnings and experiences from implementing previous RAPs were reflected in the new plan:

- It focuses on an achievable number of sustainable and meaningful unique deliverables, ensuring priority initiatives are successfully delivered to a high standard
- Responsibilities are distributed across the department to promote shared ownership of the RAP
- Internal RAP reporting processes are streamlined to maintain senior executive engagement, accountability and visibility to drive our reconciliation objectives
- Our unique deliverables are not time limited or program specific, allowing us to incorporate new ideas and approaches.

These enhancements will support the delivery of our Innovate RAP 2021–2023 and ensure successes are sustained and embedded in our day-to-day business.





Health RAP Working Group

Health's RAP Working Group (RAP WG) supports the development, promotion and implementation of our RAP.

All members are staff from across the department with a shared commitment to advancing reconciliation. There are Indigenous Champions, representatives from the National Aboriginal and Torres Strait Islander Staff Network, and staff from key business areas and office locations responsible for supporting the RAP. In addition to the NATSISN Aboriginal and Torres Strait Islander Co-chair representatives, we actively ensure that the Network are consulted on RAP initiatives and seek the views of Aboriginal and Torres Strait Islander staff as key stakeholders.

Opportunities are provided to Aboriginal and Torres Strait Islander community organisations and/or individual representatives to share their perspectives and knowledge to inform the RAP WG's direction.

Specific roles are outlined below, however these may change as new and influential key stakeholders are identified.

- RAP WG Chair – Senior Indigenous Champion
- Deputy Chair – Assistant Secretary, People Branch
- Secretariat – Employment Programs and Inclusion Section

Members:

- Indigenous Champions, SES representatives
- Co-Chairs, National Aboriginal and Torres Strait Islander Staff Network
- Assistant Secretary, Indigenous Health Division
- Assistant Secretary, Communication and Change Branch
- State Manager/s
- Director, Procurement Advisory Services
- Director, New Ways of Working
- Director Employment Conditions and Policies
- Director Employment Programs and Inclusion
- Director Recruitment
- Indigenous Liaison Officer

The RAP WG will meet four times a year to track and report progress, contribute to deliverables and development of future RAPs.

The Employment Programs and Inclusion section will monitor RAP deliverables and report progress to the RAP Working Group and Senior Executive.

Reconciliation Action Plan

This action plan aligns with Reconciliation Australia's template for Innovate RAPs – **Relationships, Respect, Opportunities, Governance** and helps us achieve and track our progress against focus areas.

Relationships

Health recognises that meaningful and respectful relationships with Aboriginal and Torres Strait Islander peoples are key to achieving our vision of better health and wellbeing for all Australians, now and for future generations. By harnessing mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, Health's workforce will become more inclusive, better informed, and more culturally capable in undertaking its work. This includes strengthening relationships with national and local organisations, particularly those external stakeholders and consultative forums that provide strategic policy advice, direction and leadership. These genuine partnerships will ensure Aboriginal and Torres Strait Islander peoples voices guide reforms within the department and across health, mental health, aged care and health workforce programs, services and policies.

| Action | Deliverable | Timeline | Responsibility |
|---|--|----------------------------|---|
| 1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations | Continue to meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to strengthen and mature guiding principles for future engagement. | July 2022 | First Assistant Secretary – People Communications and Parliamentary |
| | Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations. | June 2023 | Chief Operating Officer – Corporate Operations |
| | Develop a resource that links business areas with organisations and resources to assist them to develop relationships with Aboriginal and Torres Strait Islander peoples, organisations and businesses relevant to their work. | June 2022 | First Assistant Secretary – Indigenous Health |
| 2. Build relationships through celebrating National Reconciliation Week (NRW) | Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. | May 2022, 2023 | Director – Employment Programs and Inclusion |
| | RAP Working Group members to participate in an external NRW event. | 27 May - 3 June 2022, 2023 | RAP WG Chair |
| | Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. | 27 May - 3 June 2022, 2023 | Indigenous Champions |
| | Organise at least one NRW event each year and register all NRW events on Reconciliation Australia's NRW website . | 27 May - 3 June 2022, 2023 | Director – Employment Programs and Inclusion |
| 3. Promote reconciliation through our sphere of influence | Continue to implement strategies to engage our staff in reconciliation. | June 2022 | Assistant Secretary – People Branch |
| | Continue to communicate our commitment to reconciliation publicly through our external facing communication channels. | February 2022 | Assistant Secretary – Communication and Change |
| | Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. | June 2022 | Chief Operating Officer |

| | | | |
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| Promote reconciliation through our sphere of influence <i>continued</i> | Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation. | June 2023 | Assistant Secretary – People Branch |
| | Share successful initiatives and their outcomes across our department and partners, that have made a meaningful impact to Reconciliation. | October 2022 | Director – Employment Programs and Inclusion |
| | Develop a ‘first steps to reconciliation’ product that will show staff actions they can take to contribute to our reconciliation journey. | February 2022 | Director – Employment Programs and Inclusion |
| | Develop a supporting ‘first steps to reconciliation’ product for staff to display and share their chosen steps to encourage others. | February 2022 | Director – Employment Programs and Inclusion |
| | Include a component on achieving outcomes against the RAP in all strategic business plans. | September 2022 | Chief Counsel – Legal and Assurance |
| | Maintain promotion of successful relationships between the department and Aboriginal and Torres Strait Islander peoples in communication channels across the department. | February 2022 | Assistant Secretary – Communication and Change |
| | Promote and share local Aboriginal and Torres Strait Islander people’s experiences, storytelling and views to broaden organisational perspectives and harness the valuable knowledge and expertise they bring to the department. | July 2022 | First Assistant Secretary – People Communication and Parliamentary |
| | Promote and use the National Aboriginal and Torres Strait Islander Staff Network (NATSISN) to understand and share the voices of Aboriginal and Torres Strait Islander staff in the department. | July 2022, 2023 | NATSISN Co-Chairs |
| 4. Promote positive race relations through anti-discrimination strategies | Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. | December 2022 | Director – Employment Conditions and Policies |
| | Develop, implement and communicate an anti-discrimination policy for our organisation. | March 2023 | Director – Employment Conditions and Policies |
| | Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. | March 2023 | Director – Employment Conditions and Policies |
| | Educate senior leaders on the effects of racism. | December 2022 | Director – Leadership, Learning and Development |

Respect

We commit to promoting and encouraging a culturally safe workplace that respects, acknowledges and celebrates Aboriginal and Torres Strait Islander peoples' histories and cultures. Health acknowledges that to deliver high quality and culturally appropriate services in local communities, we must demonstrate our understanding and respect of Aboriginal and Torres Strait Islander peoples, cultures, and histories.

| Action | Deliverable | Timeline | Responsibility |
|---|--|----------------|---|
| 5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning | Conduct a review of cultural learning needs within our organisation. | June 2022 | Director – Leadership, Learning and Development |
| | Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy. | March 2022 | Director – Leadership, Learning and Development |
| | Develop, implement and communicate a cultural learning strategy for our staff. | September 2022 | Director – Leadership, Learning and Development |
| | Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning. | December 2022 | Director – Leadership, Learning and Development |
| | Senior Executive Service (SES) will encourage and support their staff to participate in at least one cultural learning opportunity annually that has a relationship to their area of responsibility or connection to their work. | December 2022 | Chief Operating Officer |
| | Seek opportunities to provide information on Aboriginal and Torres Strait Islander names, art pieces and other symbols in our facilities. This is an opportunity for practical truth-telling in our sites. | June 2023 | Director – New Ways of Working |



The eight blue and white stars in the background represent the department's workforce capabilities—leadership and management; learning and development; project management and governance; strategic policy advice: data, analytics and informatics; stakeholder engagement and collaboration; workforce diversity and inclusiveness; and enabling functions.

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| 6. | Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols | Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols by promoting the Health Cultural Protocols Guide. | July 2022 | Director – Employment Programs and Inclusion |
| | | Review Health's existing Cultural Protocols Guide, including protocols for Welcome to Country and Acknowledgement of Country. | March 2022 | Director – Employment Programs and Inclusion |
| | | Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. | May and July 2022 and 2023 | Director – Employment Programs and Inclusion |
| | | Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. | July 2022 | Indigenous Champions |
| | | Provide opportunities for staff to undertake a traditional language program that assists them in delivering an Acknowledgement of Country in the local language of their region. | August 2022, 2023 | Director – Employment Programs and Inclusion |
| 7. | Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week | RAP Working Group to participate in two external NAIDOC Week events. | First week in July 2022, 2023 | RAP WG Chair |
| | | Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week, including existing cultural leave policies. | March 2022 | Director – Employment Conditions and Policies |
| | | Promote and encourage participation in external NAIDOC events to all staff. | First week in July 2022, 2023 | Director – Employment Programs and Inclusion |
| 8. | Acknowledge other days of significance to provide all staff opportunities to engage in activities to build cultural understanding, build relationships and to identify actions they can take to progress reconciliation | Actively communicate information on days of significance, their meaning, themes and activities, to all staff. | July 2022 | Director – Corporate Communications |
| | | Feature Aboriginal and Torres Strait Islander perspectives when recognising and promoting Aboriginal and Torres Strait Islander days of significance. | July 2022 | Director – Employment Programs and Inclusion |



Opportunities

We recognise and value the diverse and extensive knowledge, skills and experiences Aboriginal and Torres Strait Islander employees bring to Health and commit to increasing opportunities for professional and personal development. We commit to increasing Health's engagement of Aboriginal and Torres Strait Islander businesses and continue to create mutually beneficial commercial relationships.

| Action | Deliverable | Timeline | Responsibility |
|--|---|---------------|---|
| 9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development | Continuously review and increase Health's understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. | March 2022 | Assistant Secretary – People Branch |
| | Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy. | June 2022 | Director – Employment Programs and Inclusion |
| | Review and refresh the Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. | July 2022 | Director – Employment Programs and Inclusion |
| | Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. | June 2022 | Director – Recruitment and SES Support |
| | Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. | March 2022 | Assistant Secretary – People Branch |
| | Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce. | June 2023 | Chief Operating Officer |
| | Participate in recruitment, retention and professional development initiatives across the Health Portfolio, APS, or externally, aimed at improving Aboriginal and Torres Strait Islander employment outcomes. | December 2022 | First Assistant Secretary – People Communications and Parliamentary |



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|--|--|--------------------|---|
| 10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes | Promote and continue to implement the Commonwealth Government's Indigenous Procurement Policy. | September 2022 | Director – Procurement Advisory Services |
| | Promote and maintain Supply Nation membership. | November 2022 | Director – Procurement Advisory Services |
| | Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. | November 2022 | Director – Procurement Advisory Services |
| | Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. | September 2022 | Director – Procurement Advisory Services |
| | Continue to develop and strengthen commercial relationships with Aboriginal and/or Torres Strait Islander businesses. | November 2022 | Chief Operating Officer |
| | Exceed Indigenous Procurement Policy targets by 15 per cent, including the number and value of contracts. | October 2022, 2023 | Director – Procurement Advisory Services |
| | Promote Indigenous Procurement Policy success stories that demonstrate value for money and the impact these opportunities create. | November 2022 | Director – Procurement Advisory Services |
| 11. Increase Aboriginal and Torres Strait Islander participation in Health's grant opportunities | Continue to consult with Aboriginal and Torres Strait Islander peoples, including departmental staff and representatives of Aboriginal and Torres Strait Islander organisations, to refine our grant business processes. | November 2022 | Assistant Secretary – Streamlining Grants |
| | Review our existing grant guidance materials, resources and processes to remove any barriers to Aboriginal and Torres Strait Islander organisations. | November 2022 | Assistant Secretary – Streamlining Grants |
| | Develop processes to accurately record and report on the number and value of grants awarded to Aboriginal and Torres Strait Islander organisations. | June 2022 | Assistant Secretary – Streamlining Grants |
| 12. Seek opportunities to provide Aboriginal and Torres Strait Islander perspectives and data on key health areas of focus | Include Aboriginal and Torres Strait Islander perspectives in promotion of national health initiatives and observances. | July 2022 | Assistant Secretary – Public Information |
| | Include Aboriginal and Torres Strait Islander facts and data in promotion of national health initiatives and observances. | July 2022 | Assistant Secretary – Public Information |

Governance

Ensuring we are making a sustainable contribution to reconciliation, we have developed a RAP that is realistic and engaging with visible and achievable outcomes. We recognise reconciliation is an ongoing journey built on appreciation and understanding, mutual respect and learning from our success and challenges.

| Action | Deliverable | Timeline | Responsibility |
|---|---|--|--|
| 13. Establish and maintain an effective RAP Working Group (RAP WG) to drive governance of the RAP | Maintain Aboriginal and Torres Strait Islander representation on the RAP WG. | November 2022, 2023 | RAP WG Chair |
| | Review Terms of Reference for the RAP WG. | March 2022 | RAP WG Chair |
| | Meet at least four times per year to drive and monitor RAP WG implementation. | January, April, July, October 2022, 2023 | RAP WG Chair |
| 14. Provide appropriate support for effective implementation of RAP commitments | Define resource needs for RAP implementation. | January 2022 | Assistant Secretary – People Branch |
| | Engage our senior leaders and other staff in the delivery of RAP commitments. | March 2022 | Indigenous Champions |
| | Define and maintain appropriate systems to track, measure and report on RAP commitments. | January 2022 | Director – Employment Programs and Inclusion |
| | Appoint and maintain an internal RAP Champion from senior management. | December 2021 | Health Secretary |
| 15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally | Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. | 30 September 2022, 2023 | Director – Employment Programs and Inclusion |
| | Report RAP progress to all staff and senior leaders quarterly. | April, July, October, January 2022, 2023 | RAP WG Chair |
| | Publicly report our RAP achievements, challenges and learnings through our annual report. | July 2022, 2023 | Director – Employment Programs and Inclusion |
| | Participate in Reconciliation Australia's biennial Workplace RAP Barometer. | April 2022 | Director – Employment Programs and Inclusion |
| 16. Continue our reconciliation journey by developing our next RAP | Register via Reconciliation Australia's website to begin developing our next RAP. | June 2023 | Director – Employment Programs and Inclusion |





Chern'ee Sutton is a proud Kalkadoon woman & artist from Mount Isa, QLD, Australia who is passionate about her culture & history & wants to share that with the rest of the world through her art. Her unique style combines two worlds of traditional aboriginal heritage with a modern contemporary twist which has caught the eyes of collectors around the world. Chern'ee designed the 2018 Commonwealth Games mascot Borobi and her artwork hangs in The Royal Collection in Buckingham Palace, Queensland Parliament House, and Queensland State Library. She has exhibited her artworks in London, Tokyo, Singapore, Hong Kong, Melbourne and Sydney.

As well as the 2018 Commonwealth Games, Chern'ee has been commissioned to provide artworks for the Queensland Government, Tennis Australia, Dreamworld Theme Park, Rainforestation, the Australian Defence Force, Northrop Grumman, the Australian Department of Veteran Affairs and the Australian Public Service Commission, among many.

She designed the National Rugby League's Indigenous All Stars Jerseys for four years including 2021 and the 2021 uncirculated Indigenous Military Service \$2.00 coin, in partnership with The Australian Defence Force and The Royal Australian Mint.

Due to Chern'ee's passion for reconciliation and equality she has received numerous accolades including National NAIDOC Youth of The Year, Australia Day Awards for 2013 and 2014, Queensland Pride of Australia Award, Local NAIDOC Awards including Artist of the Year and has been an Australia Day Ambassador for the past six years.

www.cherneesutton.com.au





