

Innovate Reconciliation Action Plan

June 2021- June 2023



Acknowledgement to Country

COORDINARE acknowledges the Traditional Custodians of the Yuin, Dharawal, Ngunnawal / Ngambri, and Ngarigo Nations upon which we live and work.

We offer respect to Elders, past, present and emerging and acknowledge the vital role of Aboriginal people, their culture and customs. We recognise and value the ongoing enriching contribution of Aboriginal people and communities across our region. The impacts of colonisation, trans-generational trauma, racism, discrimination, marginalisation and disadvantage while having devastating outcomes, have diminished neither Aboriginal peoples' connection to country, culture and community nor their resilience, strength and wisdom.

“

A RAP is much more than thinking and writing about what an organisation can do for Reconciliation. It is the commitment of individuals who make up the organisation and what they are willing to do. It is about the process of listening and learning from First Nations people; about action which improves First Nations people's lives; and increases individual non-Aboriginal peoples' knowledges about First Nations peoples and their cultures.

A RAP without improved service delivery, communication and consultation, is just a piece of paper.

I have been excited and enthused at the commitment of individuals who work in COORDINARE, in being fully engaged in the process of the RAP themes and strategies. I now hope that others in the organisation take up these strategies, so as to create sustained practice which leads to improved First Nation peoples outcomes and non-Indigenous peoples learnings about First Nations people their histories and cultures.

Associate Professor Lynette Riley – Wiradjuri and Gamilaroi woman

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Corrigans Reserve, Batemans Bay and Surrounds - Eurobodalla Tourism

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I think this RAP is the journey to making a commitment together, moving forward in building a better relationship between COORDINARE and Aboriginal communities of south east NSW, and in the delivery of culturally safe and appropriate services. I'm hopeful that our shared vision will be achieved.
”

Kay Stewart - Biripi and Gumbaynggirr woman living on Wodi Wodi land of the Dharawal Nation



Message of Commitment CEO and Chair

On behalf of the COORDINARE Board, executive and staff, we are honoured to present our Innovate Reconciliation Action Plan, 2021-2023.

COORDINARE's vision for reconciliation is an Australia that embraces unity between First Nations peoples and other Australians, embedded in a shared national identity that represents equality and equity, and underpinned by acceptance of our shared history.

In the context of our organisation, this represents equal health outcomes for members of First Nations communities in south eastern NSW, and an inclusive and diverse workplace that is culturally safe, culturally rich, and proud.

We acknowledge that reconciliation is a journey based on deep understanding of lived histories, cultural knowledges, and the developing mutual respect. Building on the learnings of our REFLECT RAP, we have focused on deepening our understanding of the reconciliation process, cultivating relationships, welcoming truth telling and identifying opportunities to gain better understanding. In doing so, we have recognised the circumstances of Aboriginal and/or Torres Strait

Islander ill-health and accessibility as they relate to historical impact, colonisation, and dispossession. We understand the importance of responding with culturally appropriate models of care, designed by and with the people who will use them. With focused engagement in the reconciliation process, our aim is to foster respectful and safe environments for participation and promote inclusivity across all that we do. This is understood as a whole-of -organisation responsibility.

In presenting this Innovate RAP, we wish to acknowledge the dedication of the Innovate RAP working group for their commitment to this important work. We particularly acknowledge the generosity shown by the First Nations members of the RAP working group in truth telling and for guiding us through an authentic process.

This Innovate RAP is our commitment to the organisations and communities we work with to be truthful in our work together with a vision to progress and celebrate health, well-being and equity for and with First Nations peoples. We look forward to sharing the experiences of our journey over the next 24 months.



Diane Kitcher
CEO



Richard Spencer
Chair



About the Artist

My name is Rhiannon Chapman. I'm 22 years old and I'm from the Djiringanj Yuin nation on the Far South Coast of NSW.

My grandmother Karen Pittman was born and raised in Bega and my grandfather Samuel 'Marko' Chapman was born in Berry and raised on Wreck Bay.

My grandfather's family [the Chapman's] were brought up on a small Aboriginal community mission [Wreck Bay]. The Chapman's were one of the first families on the mission back then. My great grandmother Violet Gordan was originally from Brewarrina out in western NSW on Ngemba country.

My father and my partner's grandmother inspire me to be the best artist I can be. I aim to be a role model in my community and have the next generation to look up to me. I wish to make my people proud and make change to break the cycle. When I paint it gives me the sense of belonging and connection to culture, spirituality, mentally, emotionally and physically.

Being Aboriginal makes me PROUD!

Knowing we are walking in the footpaths of our ancestors. As a strong Aboriginal woman, it makes me feel confident and powerful.

We are the oldest living culture on Earth, still living and breathing - how could we not be proud of who we are and where we come from?



“ I aim to be a role model in my community and have the next generation to look up to me. I wish to make my people proud and make change to break the cycle. ”





About the Artwork

TITLE: Heal our COUNTRY

Including our sacred sites, our cultural heritage, our waters, our animals, our bush medicines, our traditional practices, our health but most importantly heal us as First Nations people, through all the pain and suffering we have endured through generation to generation. Our children and our people deserve a better future. My painting is all those things:

- ▶ In the centre is our people gathering
- ▶ The six circles symbolising our sacred sites of the land and the protection of them
- ▶ Animal track – kangaroo and goanna, meaning protection
- ▶ Our salt waters and fresh waters flowing
- ▶ Our people's hands in the corner to remind us of our strength and compassion that's in our blood as well as the guidance of ancestors
- ▶ The pink and purple circles through the painting to resemble the berries and bush medicines
- ▶ And the gum leaves intertwining and connecting us as one, as well resembling the mother feeding us oxygen.





Our vision for Reconciliation

Our vision for reconciliation is an Australia that embraces unity between First Nations peoples and other Australians, embedded in a shared national identity that represents equality and equity, and underpinned by acceptance of our shared history.

In the context of our organisation, this represents equal health outcomes for members of First Nations communities in South Eastern NSW, and an inclusive and diverse workplace that is culturally safe, culturally rich, and proud. We acknowledge that reconciliation is a journey based on deep understanding of lived histories, cultural knowledges, and the developing mutual respect.

Our RAP is our commitment to the organisations and communities we work with to be truthful in our work together with a vision to progress and celebrate health, wellbeing, and equity for and with First Nations peoples.



The logo for National Reconciliation Week 2021 by 33 Creative featuring the amazing artwork of artist Jessica Johnson of Nungala Creative



Our Business

COORDINARE has been established to take up the challenge of delivering the Primary Health Network (PHN) for South Eastern New South Wales (NSW). COORDINARE provides a unique blend of private and public perspectives and innovative thinking which aims to transform the health of people in the region.

Our organisation's purpose is to support primary care in our region to be person-centred; accessible; safe and high quality; comprehensive; population-oriented; and coordinated across the health system. We are funded by the Commonwealth Department of Health as the Primary Health Network for South Eastern NSW. The organisation does not provide any direct service delivery to members of the public.

COORDINARE has adopted a business model that is data-driven, using clinical expertise and consumer feedback, to determine local identified needs. In doing so, COORDINARE designs health initiatives that improve health outcomes; achieve better patient experiences; enhance provider satisfaction; and deliver value for money. Working closely with our Community Advisory Committee, regional GP-led Clinical Councils and through strategic alliances with the Local Health Districts, we have determined clear local priorities and strategies to implement national health priorities locally. Within these priorities, the Aboriginal Health Strategy is the overarching framework within which our approach to reconciliation is progressed.

COORDINARE works at four levels within the health system to achieve person-centred care:

1. involving consumers in decision-making both at an individual level – regarding people's own health, treatments, and illness-management – and at an organisational level, regarding policy development, service design, delivery, and evaluation.
2. supporting general practice as the cornerstone of primary care
3. working within local communities to ensure services improve outcomes for at-risk, high needs groups
4. building system enablers and designing service improvements to optimise care pathways and care coordination for patients.

COORDINARE commissions services, focusing on those most at risk of poor outcomes, rather than providing services directly. Commissioning involves a strategic approach to purchasing services from providers, using information gathered from our Needs Assessments and analysis of local provider markets. Our approach to commissioning also involves ongoing and collaborative relationships with service providers, working together to design initiatives and ensure that contracted deliverables and quality outcomes are met.

The organisation currently employs 67 people (61.5 full-time) in a variety of roles related to practice support, commissioning, coordination of community collaboration regarding suicide prevention, administration, and finance. There are currently two First Nations staff members who identify as Aboriginal people. An additional identified position has been recently advertised. These positions will oversee contracts for service delivery to First Nations communities within our region; liaise with service providers; and provide a valuable community link for engagement and collaboration about health issues that matter to First Nations communities.




The organisation's 50,000+ kilometre geographic footprint is comprised of large areas of Traditional Lands. It is noted that COORDINARE is not qualified to determine nor define the boundaries of Traditional Lands and understands the sophisticated and complex relationships of Aboriginal people and the land. Our understanding of these Traditional Lands includes:

1. **Yuin Nation** – from Kiama down to Eden and out to Braidwood, including the townships of Nowra and Moruya
2. **Dharawal Nation** – the area across southern Sydney down to the Illawarra Shoalhaven region and west to Moss Vale, encompassing Bass Point, Helensburgh, and Wollongong
3. **Ngunnawal/Ngambri Nations** – which in the South Eastern NSW PHN geographical context includes the areas of Queanbeyan, Yass, and Bungendore though excludes the ACT
4. **Ngarigo Nation** – the Monaro Snowy Mountains region down to the Victorian border, including the NSW towns of Cooma and Delegate

Of note, Goulburn was a common ground and meeting place for many of the neighbouring Nations.

Within this context, the organisation has four offices which are located on the lands of Dharawal (Wollongong), Ngunnawal (Queanbeyan), and Yuin (Nowra and Moruya) Nations.

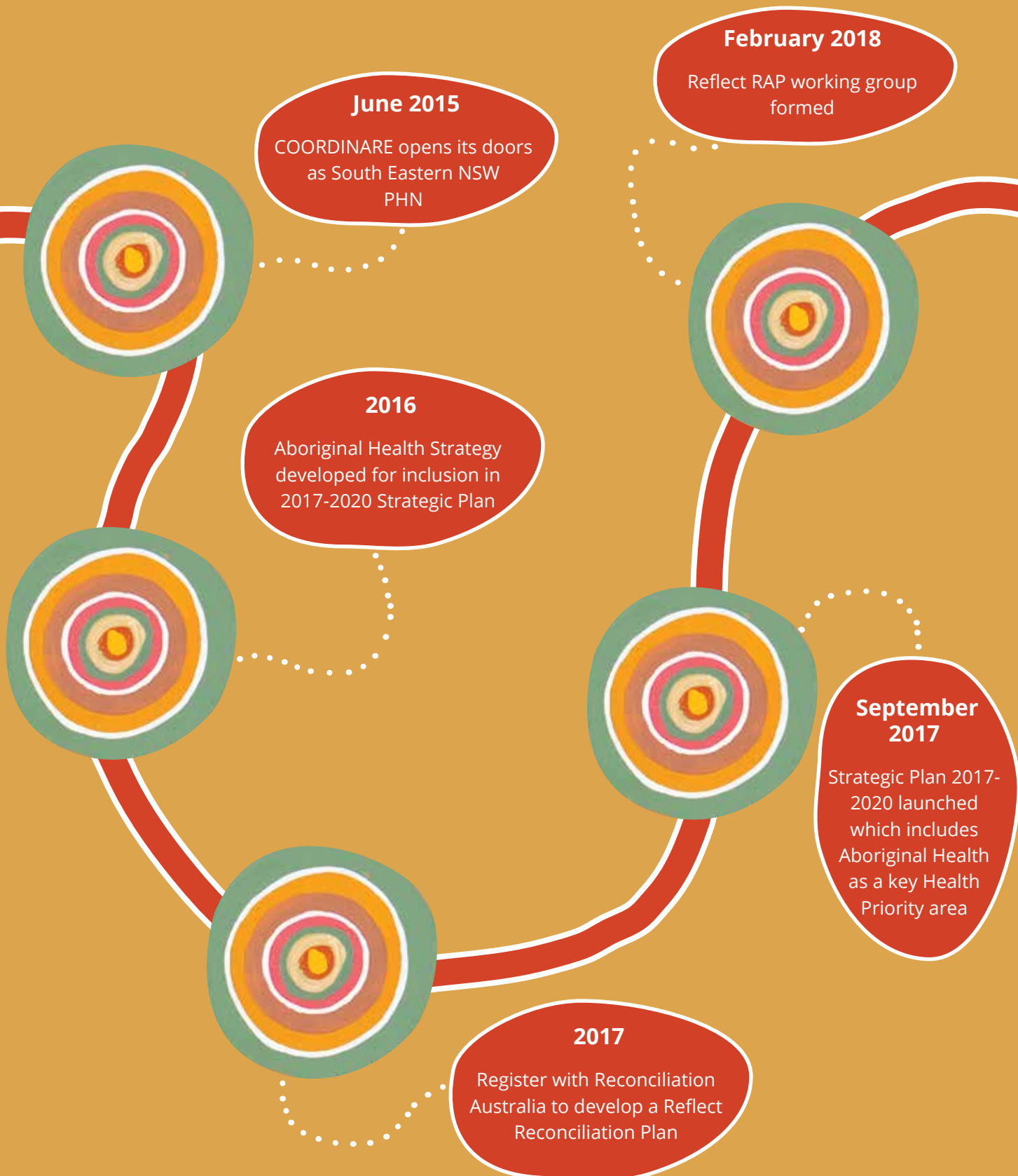
More information can be found on our website: www.coordinare.org.au

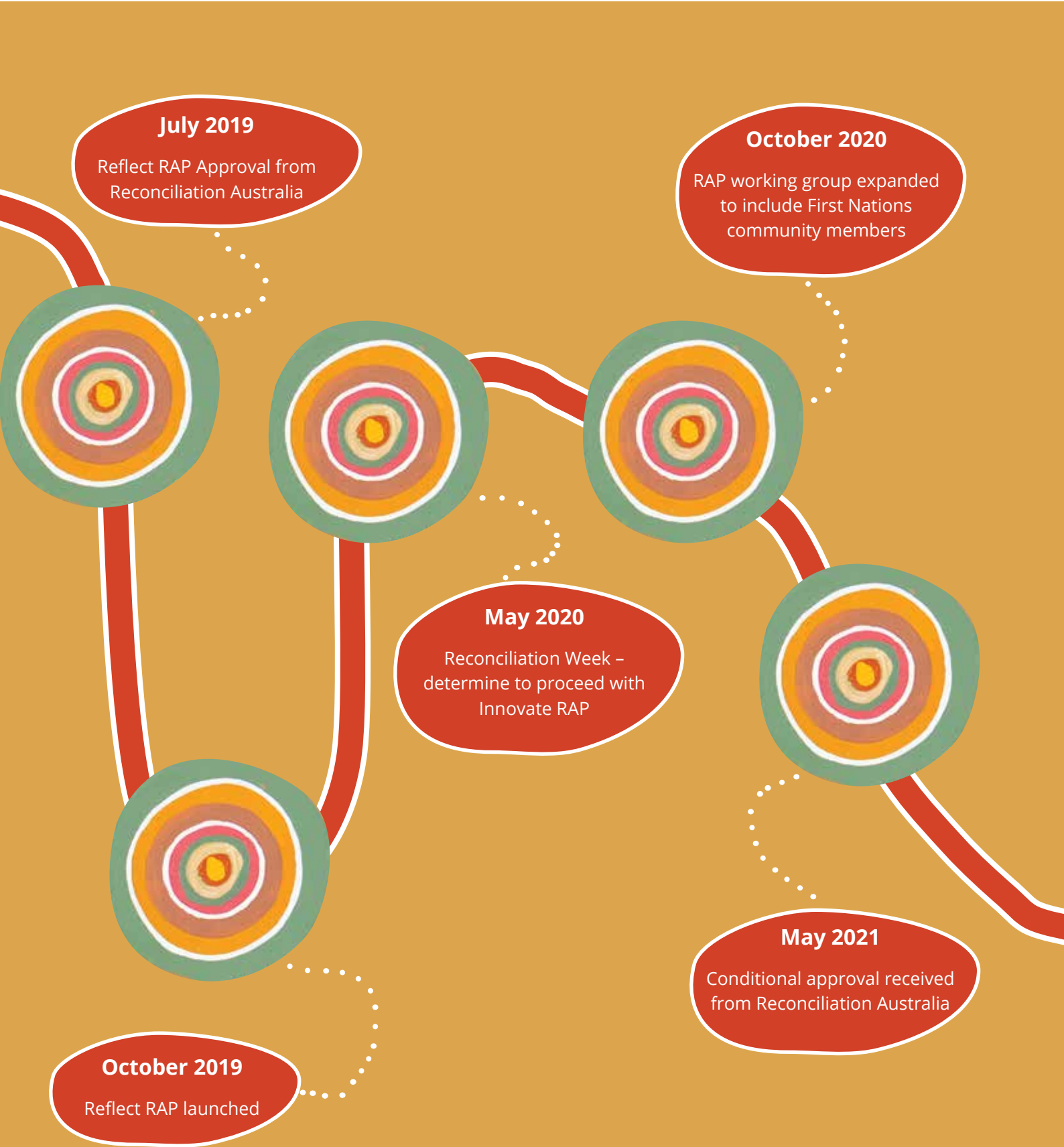


Durras Lake, Murramarang
National Park, Batemans Bay
and surrounds



Our RAP journey







“

This has been a supportive and inclusive experience. I felt safe to challenge things and can already see how my input is making a difference. I think this RAP is a real opportunity for COORDINARE to create leadership roles and further demonstrate their integrity.

”

Alfie Walker, Wiradjuri-Yuin community leader

Ossie Butler
- Beyond Empathy



Our RAP

As a Primary Health Network, COORDINARE seeks to increase the efficiency and effectiveness of health services for all people, and particularly those at risk of poor health outcomes. Within our organisation, there is an acknowledged imperative to be guided by and work with First Nations people to achieve improved health outcomes for First Nations communities.

Our organisation is aware of the ongoing social, emotional and health impacts of colonisation that continue to negatively impact First Nations people. COORDINARE works together with Aboriginal Community-controlled organisations (ACCHOs), commissioned service providers, and other mainstream service providers to improve health outcomes for and with First Nations people. Some examples of health initiatives aimed at closing the gap in health inequalities include our Integrated Team Care (ITC) program which aims to improve the self-management capability of First Nations people living with chronic conditions, by enhancing care coordination and access to services. We fund mental health services to provide culturally safe mental health support. In 2019, COORDINARE partnered with other PHNs to develop culturally safe alcohol and other drug treatment guidelines for working with First Nations people. These examples are all steps in the right direction to increase life expectancy; however, without concurrent commitment to achieving shared reconciliation, none of us is likely to achieve better health outcomes. It is our understanding that both closing the health gap, and achieving meaningful reconciliation, are inextricably linked activities within our health domain, and we must actively and bravely pursue action toward both. Our Aboriginal Health Strategy details actions toward closing the health gap and the Innovate RAP is the second major step on the PHN's journey toward reconciliation.

During 2019-2020, the first step toward reconciliation involved a reflective period in which a multi-disciplinary internal Working Group, championed by a member of the PHN executive team, led the development of our Reflect RAP, under the auspice of the PHN Board, CEO, and broader Executive. This was developed in consultation with all staff across the organisation. During this time, the diversity and strength of regional First Nations communities was very apparent, and it was understood that as an organisation our reconciliation journey would be based on developing a deep understanding of lived histories and cultural knowledges through an important period of truth-telling and listening.

The Reflect RAP was launched in June 2019 and key achievements since launching have included:

- ▶ staff have participated in a series of Cultural Awareness workshops including organisation-wide training on Identifying Cultural Bias; Kinship – Moiety, Totems and Skin Names; and small group immersive experiences in truth telling for reconciliation
- ▶ a reference Guide to Aboriginal Protocols has been developed by our Cultural Adviser for internal use and launched by the CEO
- ▶ offices reflect diversity with Aboriginal and Torres Strait Islander flags, and a commissioned artwork by a respected Aboriginal artist displayed alongside a reference map of Aboriginal and Torres Strait Islander Countries in each of the COORDINARE office locations
- ▶ fact sheets have been produced to provide specific cultural information for staff e.g. languages, Sorry Day, role of ACCHOs
- ▶ staff have been encouraged to learn about National Reconciliation Week and NAIDOC week and attend related events in their local area
- ▶ Sorry Day has been incorporated into the Staff Calendar of Events for commemoration.



Key learnings have included a deeper understanding of First Nations histories and cultures, and the awareness that reconciliation is everyone's business and is relevant to all our work, with each staff member empowered to play their part. A key challenge was the unanticipated need to respond to concurrent and sequential natural disasters resulting in significant time constraint to action all proposed activities.

Despite these challenges, there is now a strong sense of readiness to proceed toward the development of this second step, the Innovate RAP. In our continuing journey, the original RAP Working Group has been refreshed and expanded to progress this next stage. The Working Group now includes members of First Nations communities from across the PHN region. The PHN Director, Consumer Participation is a member of the Executive team and our RAP champion is responsible to championing the development and implementation of the Innovate RAP. The Working Group meets regularly and has sixteen members. Participation is paid and the group is co-chaired by a respected First Nations Elder. Membership includes:

First Nations community members:

Alfred Walker – Aboriginal Liaison Officer, Dept of Education (Southern). Wiradjuri-Yuin man

Andrew Stewart – Board member, Mogo Lands Council. Walbunga - Yuin man

Iris White – Monaro Ngarigo and Yuin woman

Jackie Jackson – Director, Aboriginal Health Southern NSW Local Health District. Wiradjuri woman

Kirstie Button – Community member. Dunghutti woman

Lynette Riley – Associate Professor, University of Sydney (facilitator). Wiradjuri-Gamiloroi woman

Maria Maher – Illawarra and Wingacaribee Alliance Manager. Muthi Muthi woman

PHN staff:

Annette Anido – Chronic Pain Coordinator

Emma Woolridge – Mental Health Project Coordinator

Jo Risk – Director, Consumer Participation (co-lead)

Kaleena Webbe – Manager, Primary Care Development

Kay Stewart – Integrated Team Care Coordinator (co-lead). Biripi Gumbaynggirr woman

Linda Brown – Health Coordination Consultant

Renee Ashley – Commissioning Quality Coordinator

Sarah McKenzie – Communications Project Officer

Terry Hill – Community Engagement Consultant. Walbunga man

Tim Heffernan – Mental Health Peer Coordinator



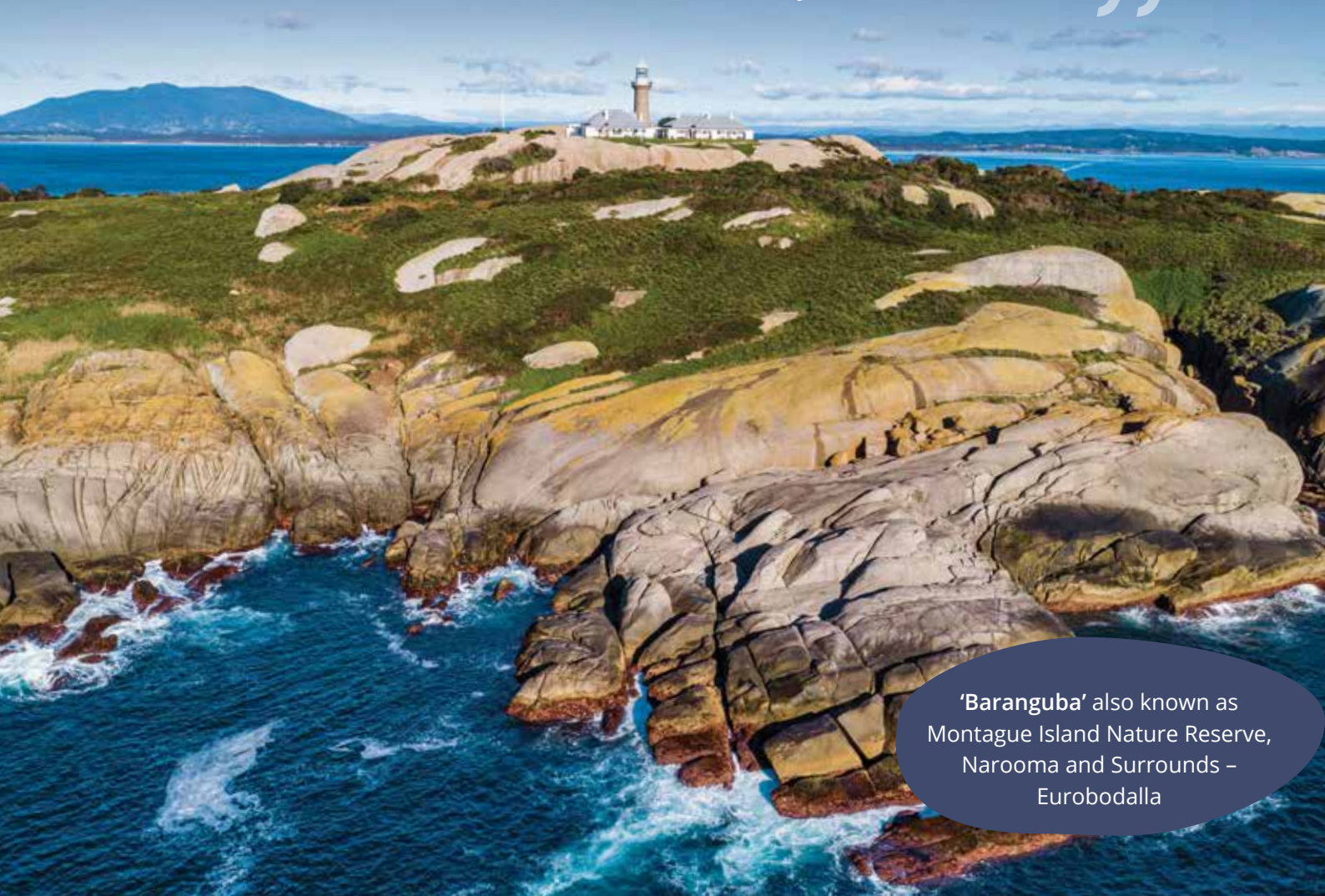
Working Group members from First Nations communities assist in RAP development by guiding non-First Nations participants through important cultural considerations, sharing lived experiences, and by deepening the understanding of the concepts important to First Nations people in achieving equity.

Our commitment to the Innovate RAP process can be understood as a commitment to the organisations and communities we work with to be truthful in our work together. Our RAP aims to progress real achievement in health, wellbeing, and equity for First Nations peoples in South Eastern NSW.



Djaadjawan Dancers Giiyong Festival 2019 provided by South East Arts

“ The immersion training as part of the RAP approach completely opened a new window for me, highlighting what so easily can be overlooked by the term colonisation and the deep continuous and sustained hurt that has occurred and continues to occur. Simone Jones ”



‘Baranguba’ also known as Montague Island Nature Reserve, Narooma and Surrounds – Eurobodalla



01: Relationships

Our relationships are founded on mutual acknowledgement, honesty, and learning. This mutual understanding arises from acknowledgement that First Nations people have an enduring and unceded relationship with the land, water, and sky.

By recognising and respecting the diversity of local First Nations communities we will continue to build strong mutually beneficial partnerships, working together to deliver shared community benefit.

Working Group members from First Nations communities assist in RAP development by guiding non-First Nations participants through important cultural considerations, sharing lived experiences, and by deepening the understanding of the concepts important to First Nations people in achieving equity.

Our commitment to the Innovate RAP process can be understood as a commitment to the organisations and communities we work with to be truthful in our work together. Our RAP aims to progress real achievement in health, wellbeing, and equity for First Nations peoples in South Eastern NSW.



Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.	Meet with local First Nations stakeholders and organisations to develop guiding principles for future engagement.	June 2021	Director, Consumer Participation
	Develop and implement an engagement plan to work with First Nations stakeholders and organisations.	Sept 2021	Director, Consumer Participation
2. Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.	Circulate Reconciliation Australia's National Reconciliation Week resources and reconciliation materials to PHN staff and stakeholder networks.	27 May – 3 June 2022, 2023	Communications Manager
	Collaborate with First Nations communities and organisations to coordinate an annual NRW event in South Eastern NSW – local to each COORDINARE office location.	April 2022, 2023	Director, Consumer Participation
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2022, 2023	CEO
	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	CEO
	Register all our NRW events on Reconciliation Australia's NRW website.	27 May – 3 June 2022, 2023	Director, Consumer Participation



Action	Deliverable	Timeline	Responsibility
3. Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.	Implement strategies to engage our staff in reconciliation.	June 2021	Director, Corporate Services
	Communicate our commitment to reconciliation publicly.	June 2021	Communications Manager
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	June 2022	Director, Engagement and Coordination
	Collaborate with First Nations communities and organisations to support and engage in relevant events promoting health in South Eastern NSW	June 2022	Director, Consumer Participation
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation and contribute to collaborative activities with the RAP network.	March 2023	Director Engagement and Coordination



Action	Deliverable	Timeline	Responsibility
4. Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.	Conduct a review of Human Resources (HR) policies and procedures to identify existing anti-discrimination provisions, and future needs.	March 2022	Director, Corporate Services
	Develop, implement/review and communicate an anti-discrimination policy for our organisation.	March 2022	Director, Corporate Services
	Engage with First Nations employees and/or advisors to consult on PHN anti-discrimination policy with a view to ensuring inclusive and culturally safe protocols.	June 2022	Director, Corporate Services
	Ensure senior leaders participate in cultural awareness activities to understand the importance of creating a culturally safe workplace for First Nations employees.	March 2022	CEO
	Educate senior leaders on the effects of racism.	March 2022	CEO
5. Embed a holistic view of social and emotional wellbeing as the preferred approach when working with mainstream services and other First Nations organisations.	Frame all PHN work with First Nations people in language and concepts that reflect a social and emotional wellbeing approach.	April 2022	Director of Commissioning
	Incorporate this commitment to social and emotional wellbeing in the co-design and delivery of all services commissioned with First Nations people.	July 2021	Director of Commissioning

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Participating in the RAP Working Group has been a deeply meaningful and heartfelt experience.

Engaging with Koori community members was a real highlight; it was an honour to listen to their stories and understand some of the impacts of intergenerational trauma; impacts which are lived and felt by families to this day. Having a formalised RAP will help keep non-Indigenous staff on the path of reconciliation and truth-telling, both now and in the future.

Sarah McKenzie

”

Pitch Night 2019



02: Respect

Genuine respect involves the learning about and observing of cultural protocols, histories, and lore guided by Traditional Custodians.

For COORDINARE, we seek a deeper understanding of traditional ways, by honouring the knowledge of the First Nations people upon whose lands we operate. We are guided in our shared journey toward identifying culturally safe and holistic approaches to achieving improved health outcomes.

By doing so, we address racism, build stronger relationships, and develop mutual trust.



Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of First Nations cultures, histories, knowledge, and rights through cultural learning.	Conduct a review of cultural learning needs within PHN organisation.	June 2021	Director, Corporate Services
	Consult local Traditional Custodians and/or First Nations advisers on the development and implementation of a cultural learning strategy.	July 2021	Director, Consumer Participation
	Develop, implement, and communicate a cultural learning strategy for all PHN staff providing a stepped approach to include a) baseline orientation; b) role related foundational knowledge; and c) applied leadership perspectives.	Sept 2021	Director, Corporate Services
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	Nov 2021	Director, Corporate Services
	Define required level of cultural learning and document progress in performance plan and performance review system.	May 2022	Director, Corporate Services



Action	Deliverable	Timeline	Responsibility
7. Demonstrate respect to First Nations 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.	July 2021	Director, Consumer Participation
	Review and update the PHN cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	July 2021	Director, Consumer Participation
	Invite a local Traditional Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events.	June 2021	Director, Consumer Participation
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of all meetings.	June 2021	Director, Consumer Participation
	Add Acknowledgement of Country signage in each office, inclusive of local language and Nations.	Nov 2021	Director, Corporate Services
	Ensure <i>Cultural Protocols</i> and fact sheets are incorporated into cultural learning activities.	Sept 2021	Director, Corporate Services



Action	Deliverable	Timeline	Responsibility
8. Build respect for First Nations cultures and histories by celebrating NAIDOC Week.	Support RAP Working Group to participate in an external NAIDOC Week event.	First week in July (2021, 2022)	CEO
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	July 2021	Director, Corporate Services
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July (2021, 2022)	CEO
9. Support mainstream general practice to embed cultural safety practices.	Co-design culturally safe and appropriate models of care and service delivery in consultation with First Nations communities.	July 2022	Director, Engagement and Coordination
	Source and facilitate Cultural Awareness and Safety training for primary care providers.	June 2021	Manager, Primary Care
	Source, assess and encourage uptake and use of an appropriate cultural audit tool.	June 2021	Manager Primary Care



“

I have found working on the COORDINARE RAP has been very good and a positive experience. The inclusivity and cultural respect were great and the networking has been really good. I hope that the RAP will bring more cultural competency to health service providers including general practice, and they will be able to show genuine empathy and understanding to First Nations peoples.

Jackie Jackson

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Nicole Brown and Shelly Hinton - Beyond Empathy



03: Opportunities

COORDINARE will provide Identified employment opportunities for First Nations people ensuring the organisation is an inclusive employer. The PHN will develop its reputation as a culturally safe workplace and be a leader and role model for regional stakeholders to develop and embed their own model for creating culturally inclusive workplaces.



Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing First Nations people recruitment, retention, and professional development.	Build understanding of current First Nations staffing to inform future employment and professional development opportunities.	June 2021	Director, Corporate Services
	Advocate for and increase First Nations representation and employment opportunities throughout the organisation and across key stakeholder organisations.	March 2022	CEO
	Develop and implement a First Nations recruitment, retention and professional development strategy.	July 2021	Director, Corporate Services
	Identify opportunities within COORDINARE for First Nations people to participate in student placements and explore internship opportunities with regional entities e.g. University of Wollongong Woolyungah Indigenous Centre.	June 2022	Director, Corporate Services
	Advertise job vacancies to effectively reach First Nations stakeholders.	March 2022	Director, Corporate Services
	Review HR and recruitment procedures and policies to remove barriers to First Nations people participating in the PHN workplace.	May 2021	Director, Corporate Services



Action	Deliverable	Timeline	Responsibility
(continued)	Consider opportunities for reciprocal workplace secondments for PHN employees to work in First Nations organisations to foster understanding and vice versa.	Jan 2023	Director, Corporate Services
	Increase the percentage of First Nations staff employed in our organisation.	June 2021	CEO
11. Establish an Aboriginal Health Advisory Council; and a First Nations Community Consultative Network.	Establish a First Nations Community Consultative Network to inform need, contribute to design, and evaluate effectiveness of programs.	Sept 2021	Director, Consumer Participation
12. Increase First Nations supplier diversity to support improved economic and social outcomes.	Develop and implement a First Nations procurement strategy.	Feb 2022	Director, Corporate Services
	Investigate Supply Nation membership.	Feb 2022	Director, Corporate Services
	Develop and communicate opportunities for procurement of goods and services from First Nations businesses to staff and external stakeholders.	April 2022	Director, Corporate Services

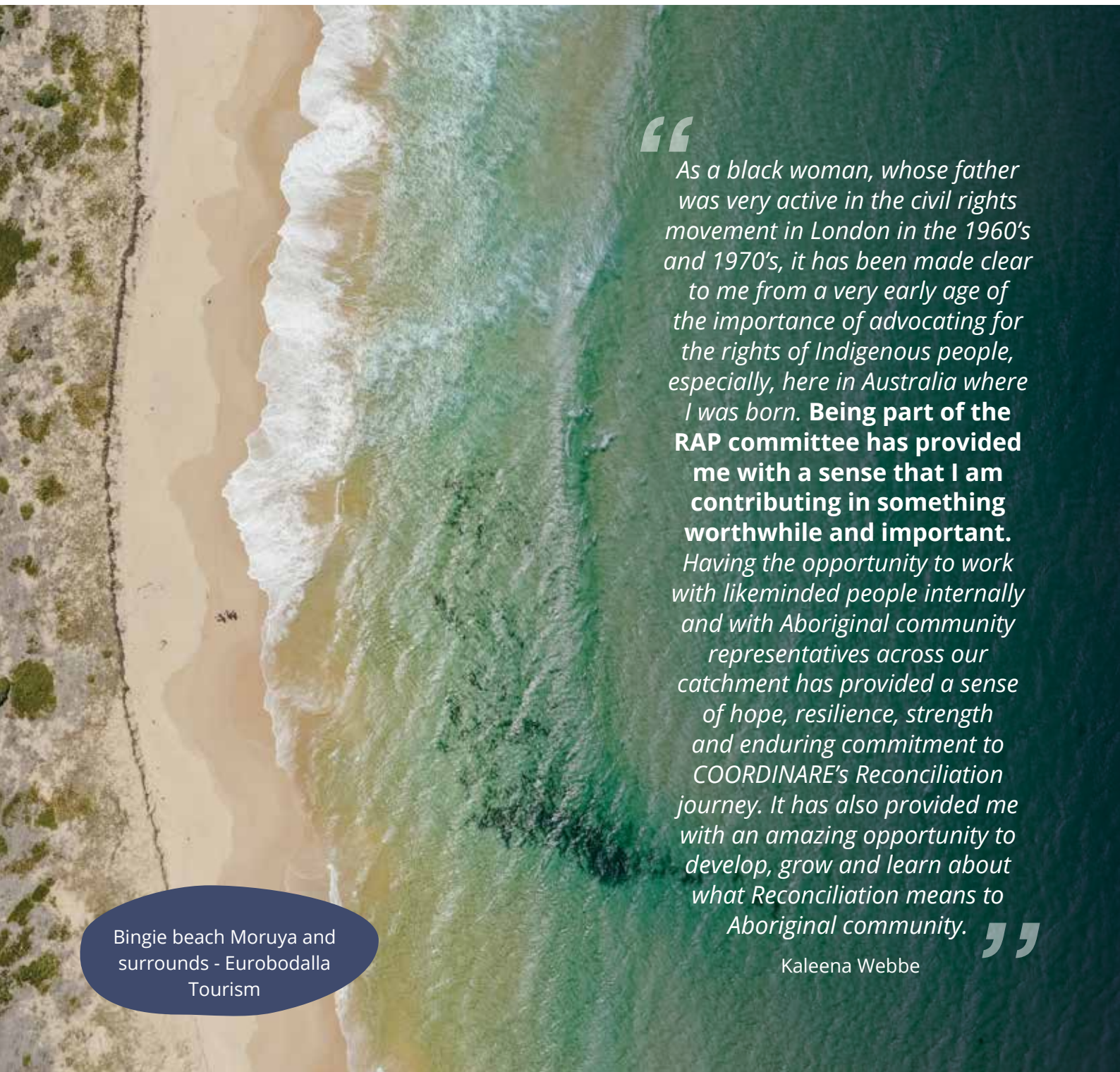


Action	Deliverable	Timeline	Responsibility
(continued)	Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	Feb 2022	Director, Corporate Services
	Develop commercial relationships with First Nations businesses.	April 2022	Director, Corporate Services
	Explore the feasibility of joining Supply Nation and access services.	Feb 2022	Director, Corporate Services
13. Require commissioned service providers to demonstrate or strengthen capability to deliver culturally appropriate care.	Ensure relevant procurement decisions include an assessment of cultural safety and appropriateness determined by First Nations advisers.	June 2021	Director, Commissioning
	Include a contractual requirement for a cultural safety audit to be actioned by all non-First Nations commissioned service providers.	Sept 2021	Director, Commissioning
	Facilitate access to appropriate cultural training opportunities to build capacity for non-First Nations commissioned service providers.	July 2022	Director, Commissioning



04: Governance

The voices of First Nations peoples are respected and valued in decision-making at all levels across the organisation.



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*As a black woman, whose father was very active in the civil rights movement in London in the 1960's and 1970's, it has been made clear to me from a very early age of the importance of advocating for the rights of Indigenous people, especially, here in Australia where I was born. **Being part of the RAP committee has provided me with a sense that I am contributing in something worthwhile and important.** Having the opportunity to work with likeminded people internally and with Aboriginal community representatives across our catchment has provided a sense of hope, resilience, strength and enduring commitment to COORDINARE's Reconciliation journey. It has also provided me with an amazing opportunity to develop, grow and learn about what Reconciliation means to Aboriginal community.*”

Kaleena Webbe

Bingie beach Moruya and surrounds - Eurobodalla Tourism



Action	Deliverable	Timeline	Responsibility
14. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain internal and external First Nations representation on the RWG.	June 2021	Director, Consumer Participation
	Establish and apply a Terms of Reference for the RWG.	June 2021	Director, Consumer Participation
	Meet at least four times per year to drive and monitor RAP implementation.	July, Sept, Dec 2021, Mar 2022	Director, Consumer Participation
15. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	July 2021	Director, Consumer Participation
	Engage our senior leaders and other staff in the delivery of RAP commitments.	July 2021	Director, Consumer Participation
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Sept 2021	Director, Consumer Participation
	Appoint and maintain an internal RAP Champion from senior management.	June 2021	CEO



Action	Deliverable	Timeline	Responsibility
16. 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 Sept 2021, 2022	Director, Consumer Participation
	Report RAP progress to all staff and senior leaders	July, Sept, Dec 2021, Mar 2022	Director, Consumer Participation
	Publicly report our RAP achievements, challenges, and learnings, annually via annual report, IN THE LOOP, and on website.	May, 2022, 2023	Communications Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	Communications Manager
	Build corporate accountability to reconciliation into policies and procedures, commissioning processes, and reporting.	June 2023	CEO
17. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Sept 2023	CEO
18. Ensure First Nations participation at all levels of governance.	First Nations Director is identified and appointed to COORDINARE Board.	Sept 2021	Board
	First Nations representation is included in Community Advisory Committee and Clinical Councils.	Aug 2021	Board



“

As a team member of the RAP working group, I have found the whole RAP process to be thought provoking and a journey of learning and understanding about 'Truths' that need to be told in order to help the reconciliation process with Aboriginal and Torres Strait Islander peoples. I have very much enjoyed working with the community to ensure that the RAP both meets needs/ expectations of our Aboriginal community members and COORDINARE staff. I look forward to implementing the RAP and all the initiatives that staff were engaged in helping us develop.

Renee Ashley

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