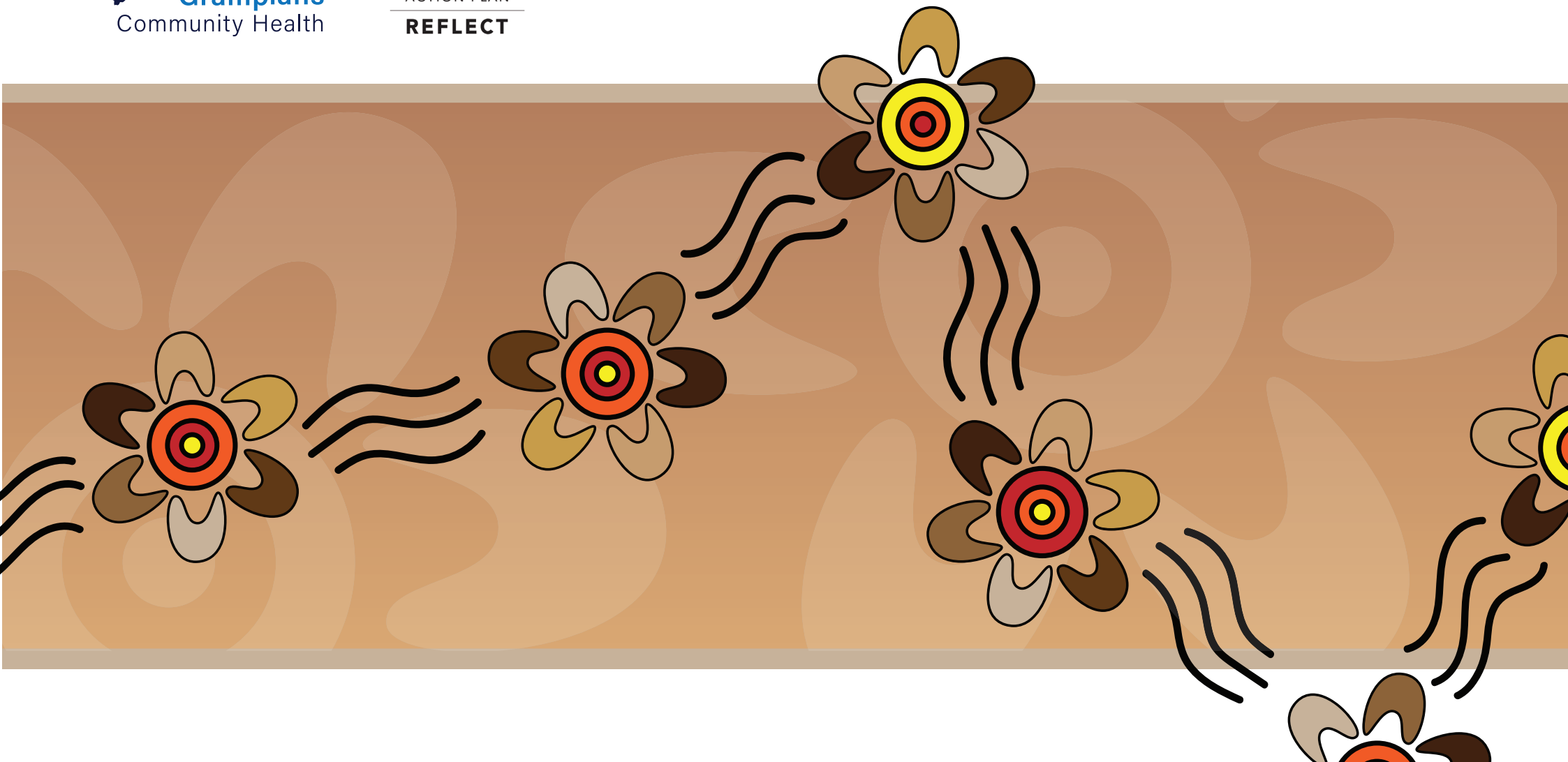


# Reconciliation Action Plan

## Reflect July 2022- June 2023



## Reconciliation Australia welcomes Grampians Community Health to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Grampians Community Health joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance. It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Grampians Community Health to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Grampians Community Health, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



Karen Mundine  
Chief Executive Officer  
Reconciliation Australia

## Message from Greg Little CEO

I firstly acknowledge the Traditional Owners of this land, who have been custodians of the land for thousands of years, and pay my respects to the Elders past, present and future. As an Aboriginal person, I am respectful of and blessed with the guidance of my ancestors that has been passed down through dreams and memories, and the inherent connection to land and culture when I am on country.

Grampians Community Health has for 37 years grown through listening to what our community needs. To continue to do this in a meaningful way it is important to reflect on our organisation in how we recognise and engage with the local traditional owners and Aboriginal and Torres Strait Islander people in our community. This is the first step, and something we at GCH are committed to doing, and from this Reconciliation Action Plan (RAP) is our roadmap for creating lasting change.

GCH is committed in this RAP on a number of fronts, including cultural awareness and recognition of significant events, stronger relationships with Aboriginal and Torres Strait Islander stakeholders and organisations, better policies to support Aboriginal and Torres Strait Islander clients and supporting Aboriginal and Torres Strait Islander employees. As a major health service in Western Victoria it is beholden on GCH to not just focus internally but be champions and advocates broadly in our community.

I thank the many staff across Grampians Community Health who have devoted their time, expertise and passion to developing this RAP, including the RAP Reference Group and RAP Champions. I thank Reconciliation Australia for their guidance and support in the development of this RAP and their leadership in advancing reconciliation between Aboriginal and Torres Strait Islander peoples and non-Indigenous people in Australia.

I am proud to be able to endorse the first Grampians Community Health (RAP) 2022-2023. This RAP has already provided us with the opportunity to reflect on what we have formally and informally achieved, what gaps we have, and to continue the journeys that lie ahead for us.

Ngun godgin  
(thank you)



Greg Little  
Chief Executive Officer  
GCH

## Artwork acknowledgement.

GCH is honoured to feature artwork from the Stawell Secondary College Marrung Mob 2022 NAIDOC Week T-Shirt designs.

The theme for this year is Get Up! Stand Up! Show Up! This features on the front of our design. Around the theme are symbols representing many people. This, along with the symbol for meeting place or gathering, shows that we are united as we Get up and Stand up and as a group we Show UP!

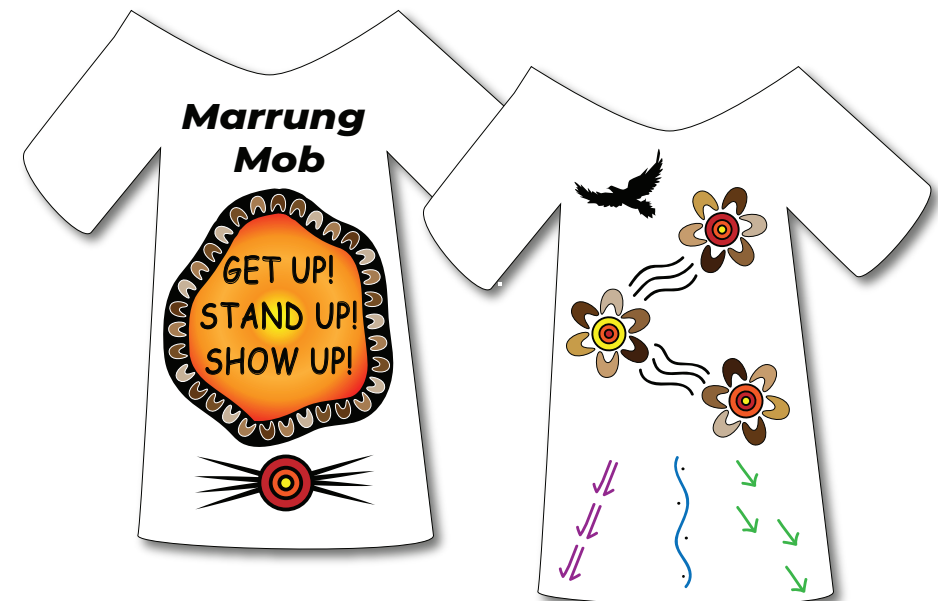
On the back of our tee-shirt you will see Bunjil the Creator, looking over and protecting us. Bunjil is also a significant symbol to the people of this area as his resting place, Bunji's Shelter, is nearby.

We also see clans travelling and meeting up which represents the connection of this area and the different clans who have always travelled, interacted and traded together. This shows the power of connection.

The symbols at the bottom of the tee-shirt represent kangaroos, lizards and emus who are travelling towards the group. This area is known for all these animals and represents our connection to Country and respect for nature.

Tanisha Lovett, who is a former Stawell Secondary College student and an award-winning artist, taught our group about the many symbols and how they are to be drawn. She put together ideas from our individual tee-shirt designs to come up with this final product. We thank her for her support in designing our NAIDOC Tee-shirts.

Jaala Marks Lovett



## About us

Grampians Community Health delivers a broad range of primary health care, therapeutic and community services for individuals, families and the community. Our aim is to improve the health and wellbeing of people in our region and create strong, healthy, thriving, and connected communities.

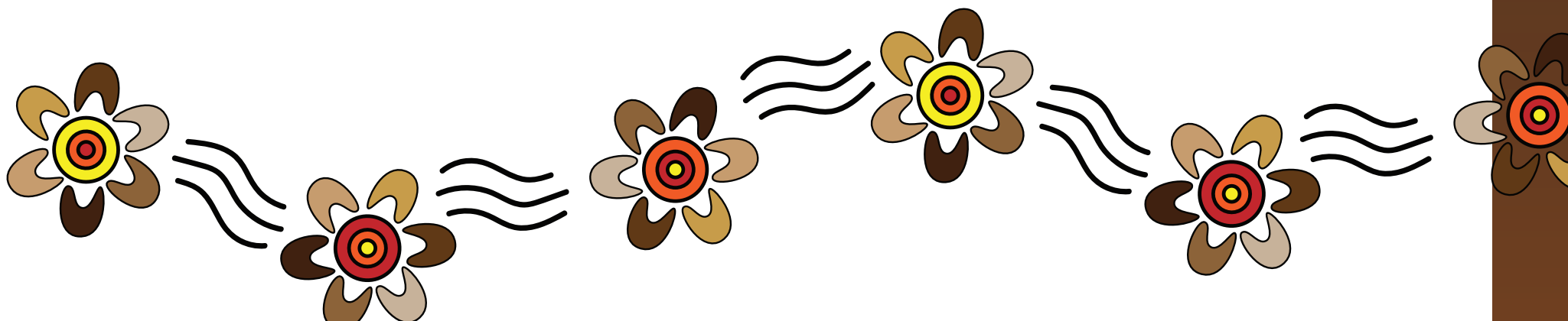
GCH delivers services to the Grampians Wimmera region across seven Local Government Areas:

- Northern Grampians
- Ararat Rural City
- Pyrenees Shire
- Horsham Rural City
- Hindmarsh
- Yarriambiack
- West Wimmera
- Southern Grampians

GCH was established in Stawell in 1985. Over the past three decades, GCH has become the leading community health provider across the Grampians Wimmera region. We have three main campuses in Stawell, Ararat and Horsham, visiting office sites in St Arnaud, Warracknabeal, Hamilton and Maryborough, and deliver outreach services to smaller townships right across the Grampians and Wimmera.

We acknowledge that the services we provide are on the Country of the Traditional Owners of the area – the people of the Djab Wurrung, Wotjobaluk, Jaadwa, Wergaia, Jadawadjali, Jupagalk, Gunditjmara and Dja Dja Wurrung, and acknowledge their ancestors who have been Custodians of this land for thousands of years.

GCH employs over 200 staff and has an active team of volunteers who provide valuable support to the community. Approximately one percent of staff identify as being an Aboriginal and/or Torres Strait Islander person. Through implementation of our Reconciliation Action Plan, GCH aims to encourage more employment opportunities for Aboriginal and/or Torres Strait Islander people and provide a workplace environment that supports people to identify their connection to culture.



## Our Reconciliation Action Plan

GCH recognises that all Australians have a role to play in Reconciliation.

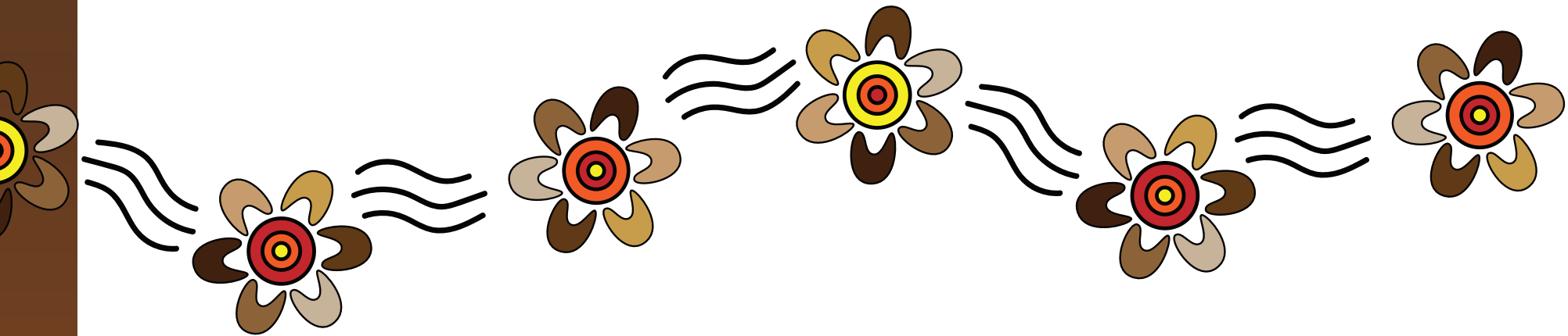
This plan formalises our commitment to Reconciliation, to recognise and respect First Peoples of this land, to acknowledge the past injustices, and the ongoing inequalities experienced by Aboriginal and Torres Strait Islander peoples since colonisation, and to commit to working towards a more equal and respectful future.

GCH is committed to developing a shared understanding of the specific cultural and historical patterns that have structured Aboriginal and Torres Strait Islander people's lives and the ways in which these patterns continue to be expressed in contemporary Australia. We are committed to equality, equity, and unity, ensuring that the unique rights of Aboriginal and Torres Strait Islander peoples are recognised and upheld. We aim to build on being a welcoming and safe cultural place for Aboriginal and Torres Strait Islander people to seek support and fellowship.

The General Manager Business Support and Innovation, as appointed GCH RAP Champion will ensure the ongoing engagement of staff, community and stakeholders our reconciliation journey.

GCH has undertaken a number of activities and identified some additional strategies to ensure our staff, community and external stakeholders develop a shared understanding of our vision for reconciliation.

- Welcome to Country and Acknowledgment of the Traditional Owners of Country protocols are included in internal meetings and public events.
- Staff participation in events and training to coincide with National Reconciliation Week and NAIDOC Week is encouraged and supported.
- Mapping existing connections with Aboriginal Cooperatives and community networks that supports partnership development opportunities.
- Internal Reconciliation Working Group established to commence planning, reporting to Leadership and Board to seek endorsement for our RAP development.
- Staff survey to capture data on staff understanding and knowledge of Aboriginal and Torres Strait Islander cultures and histories.
- Including an introduction to Aboriginal and Torres Strait Islander cultures and histories in staff induction.
- Providing to all staff, volunteers and board members the opportunity to participate in local cultural awareness education provided by people from Traditional Owner groups.



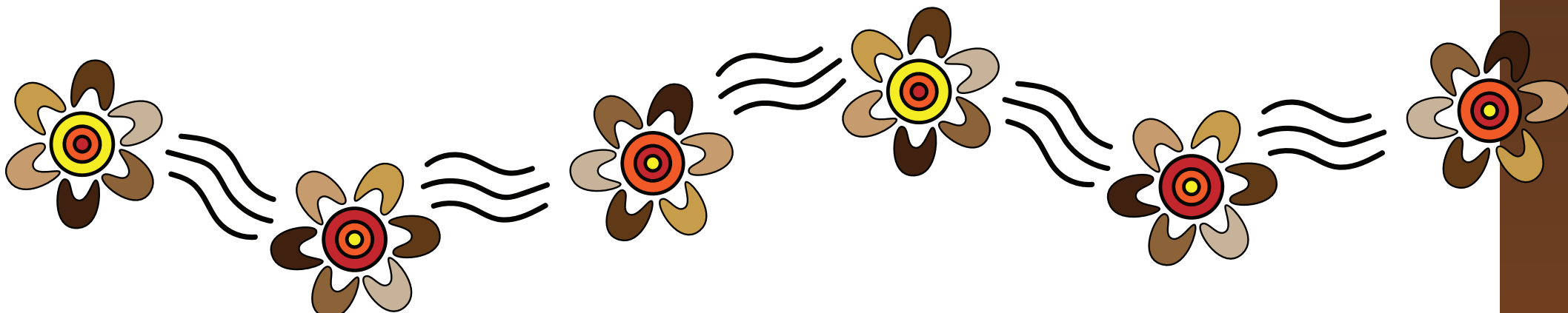
While this will be GCH's first RAP, our reconciliation journey commenced in 1996 with our first Cultural Audit. In 2002 our Cultural Action Plan recognised inequalities in the health status of Aboriginal peoples in Victoria and our commitment to respond to the health gap within and between societies.

The implementation of the 2018-2021 GCH Strategic Plan specifically noted the importance of creating a Reconciliation Action Plan for our organisation and the community we serve.

GCH has a commitment to maintaining links with local Aboriginal and Torres Strait Islander communities and service providers and consultation with Aboriginal and/or Torres Strait Islander representatives from the community when planning and evaluating programs.

Our Peak Policy Access for All includes specific reference to promoting the cultural safety, participation and empowerment of Aboriginal and Torres Strait Islander peoples.

Our internal Reconciliation Action Working group includes staff representatives from different program areas, who are committed to engaging with local Aboriginal and Torres Strait Islander communities and stakeholders through our reconciliation journey.



## Our partnerships and current activities

### Community partnerships

GCH has a number of formal partnership agreements with local Aboriginal-Community Controlled organisations and participates in local events and training opportunities raising awareness of Aboriginal and Torres Strait Islander cultures and histories.

- GCH delivers the Making a Change and Forensic Mental Health programs in partnership with Ballarat Community Health and Ballarat and District Aboriginal Cooperative.
- GCH is a member of The Orange Door Wimmera South West Partnership with Winda-Mara Aboriginal Corporation, Gunditjmara Aboriginal Co-Operative and Goolum-Goolum Aboriginal Cooperative.
- GCH delivers the Increasing Access to Drug and Alcohol Treatment program in partnership with Budja Budja and Goolum Goolum Aboriginal Cooperatives.
- GCH Aboriginal Health Development Worker chairs the Grampians region Local Aboriginal Network meetings, and participates in the Local Aboriginal Education Consultative Group.
- GCH Board Director who is a Wotjobaluk Traditional Owner is a co-chairperson of the Grampians Dhelk Dja (safe our way) Action Group

### Internal activities/initiatives

- GCH has formed an internal Reconciliation Action Plan Working Group who provide updates on progress to the Diversity Committee and Leadership Group.
- NAIDOC Week is included in the annual calendar of events with staff encouraged to participate in community events and training opportunities.
- Aboriginal and Torres Strait Islander flags and acknowledgment of Traditional Owners are displayed on all sites
- Acknowledgement of Country is a standard item on all internal meeting agendas.
- Email signature and website acknowledge the Traditional Owners of the land on which our services are delivered.



## Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	▪ Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	July 2022	Program Leader Quality & Engagement
	▪ Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our extended service region.	Sept 2022	Program Leader Quality & Engagement
	▪ Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Nov 2022	Program Leader Quality & Engagement
2. Build relationships through celebrating National Reconciliation Week (NRW).	▪ Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023	Program Leader Quality & Engagement
	▪ RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2023	Indigenous Health Development Worker
	▪ Ensure NRW is included on the marketing calendar of events as a primary focus for social media	27 May- 3 June, 2023	Communication and Media Officer
	▪ Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2023	CEO
3. Promote reconciliation through our sphere of influence.	▪ Communicate our commitment to reconciliation to all staff.	July 2022	CEO
	▪ Identify external stakeholders that our organisation can engage with on our reconciliation journey.	July 2022	Program Leader Quality & Engagement
	▪ Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	July 2022	Program Leader Quality & Engagement
4. Promote positive race relations through anti-discrimination strategies.	▪ Research best practice and policies in areas of race relations and anti-discrimination.	Oct 2022	Human Resources Program Leader
	▪ Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Oct 2022	Quality & Engagement Program Leader



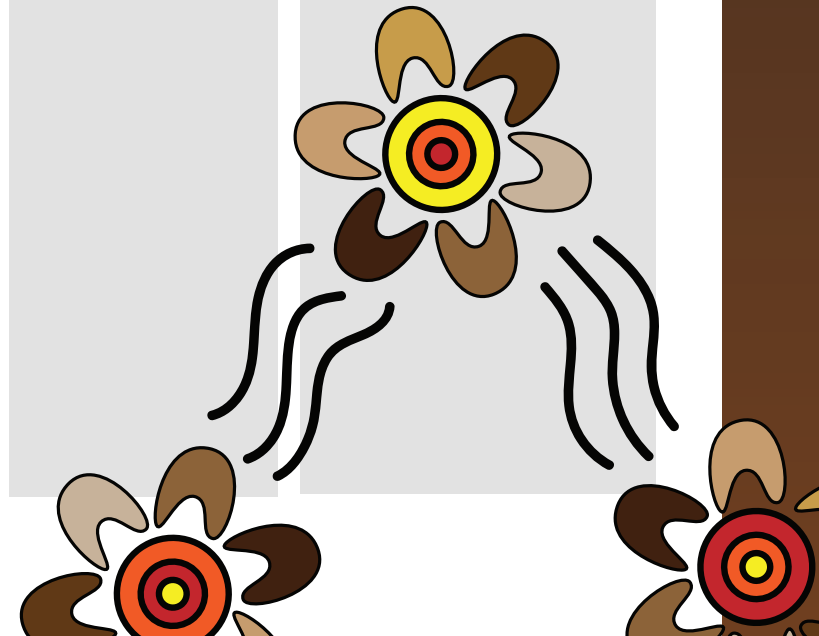
## Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"><li>Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.</li><li>Conduct a review of cultural learning needs within our organisation.</li></ul>	September 2022  Nov 2022	General Manager Business Support & Innovation  Human Resources Program Leader
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"><li>Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.</li><li>Include a map of Traditional Owners throughout our service region in staff induction resources</li><li>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li></ul>	July 2022  Oct 2022  July 2022	Program Leader Quality & Engagement  Human Resources Support Officer  Program Leader Quality & Engagement
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"><li>Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.</li><li>Introduce our staff to NAIDOC Week by promoting external events in our local area.</li><li>RAP Working Group to participate in an external NAIDOC Week event.</li></ul>	July 2022  July 2022  First week in July, 2022	Indigenous Health Development Worker  Communication and Media Officer  Indigenous Health Development Worker



## Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"><li>Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.</li><li>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</li></ul>	Dec 2022	Human Resources Program Leader
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"><li>Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.</li><li>Investigate Supply Nation membership.</li></ul>	Sep 2022	Human Resources Program Leader
		Oct 2022	General Manager Business Support & Innovation
		Nov 2022	Manager Quality and Resources





## Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> <li>Form a RWG to govern RAP implementation.</li> </ul>	Aug 2022	Program Leader Quality & Engagement
	<ul style="list-style-type: none"> <li>Draft a Terms of Reference for the RWG.</li> </ul>	Aug 2022	Quality & Engagement
	<ul style="list-style-type: none"> <li>Establish Aboriginal and Torres Strait Islander representation on the RWG.</li> </ul>	Feb 2023	Quality & Engagement
11. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> <li>Define resource needs for RAP implementation.</li> </ul>	Sept 2022	General Manager Business Support & Innovation
	<ul style="list-style-type: none"> <li>Engage senior leaders in the delivery of RAP commitments.</li> </ul>	July 2022	CEO
	<ul style="list-style-type: none"> <li>Appoint a senior leader to champion our RAP internally.</li> </ul>	July 2022	CEO
	<ul style="list-style-type: none"> <li>Define appropriate systems and capability to track, measure and report on RAP commitments.</li> </ul>	Dec 2022	Program Leader Quality & Engagement
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> <li>Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.</li> </ul>	June 2023	Program Leader Quality & Engagement
	<ul style="list-style-type: none"> <li>Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.</li> </ul>	1 August 2023	Program Leader Quality & Engagement
	<ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.</li> </ul>	30 September, 2023	Program Leader Quality & Engagement
13. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> <li>Register via Reconciliation Australia's website to begin developing our next RAP.</li> </ul>	April 2023	Program Leader Quality & Engagement

## Acknowledgement

Grampians Community Health acknowledges that the services we provide are on the country of the Traditional Owners of the area – the people of the Djab Wurrung, Wotjobaluk, Jaadwa, Wergaia, Jadawadjali, Jupagalk, Gunditjmara and Dja Dja Wurrung, and acknowledge their ancestors who have been custodians of this land for thousands of years. We acknowledge and pay our respects to their Elders past and present and extend that respect to all Aboriginal people.

