



AUGUST 2022-JULY 2023

RURAL WORKFORCE AGENCY VICTORIA

Reflect Reconciliation Action Plan

Officially launched on 23rd August 2022



Rural Workforce Agency Victoria (RWAV) respectfully acknowledges the Traditional Owners of the land, the Wurundjeri Woi Wurrung People of the Kulin Nation and pays respect to their Elders, past and present.



RWAV's Vision for Reconciliation

Our Vision for reconciliation is equitable access to health care for Aboriginal and Torres Strait Islander peoples across Victoria. The Rural Workforce Agency Victoria (RWAV) commits to supporting an effective health workforce that provides culturally safe, high-quality health care for Aboriginal and Torres Strait Islander communities. We seek to achieve this through our role in managing rural outreach programs, recruitment of health professionals for rural Victoria and health workforce support programs that make a difference to rural communities.

We aspire to see increased collaboration between Aboriginal and Torres Strait Islander peoples and the Victorian healthcare sector. We envision an Aboriginal and Torres Strait Islander health workforce that is supported to lead and thrive, with increased representation and involvement in decision-making. We will work towards supporting health services across Victoria to acknowledge the importance of holistic, community-led health care that generates the best possible health outcomes for Aboriginal and Torres Strait Islander communities.

Our Vision, Mission and Values

RWAV's Vision: Health equity for rural, regional and Aboriginal Victorians

RWAV's Mission: To apply contemporary workforce development strategies that advance rural, regional and Aboriginal Victorians' access to high-quality health care

RWAV's Values

Respect – we treat everyone with dignity and we value everyone's contribution

Accountability – we welcome scrutiny and we are answerable for our actions

Collaboration – we work constructively with others for mutual benefit

Innovation – we constantly seek and embrace new ways to achieve our goals

Courage – we respond to challenges willingly and with unwavering resolve





Reconciliation Australia

CEO Karen Mundine Foreword

Reconciliation Australia welcomes Rural Workforce Agency Victoria to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural 'Reflect' RAP.

Rural Workforce Agency Victoria 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 three 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. These allow 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.

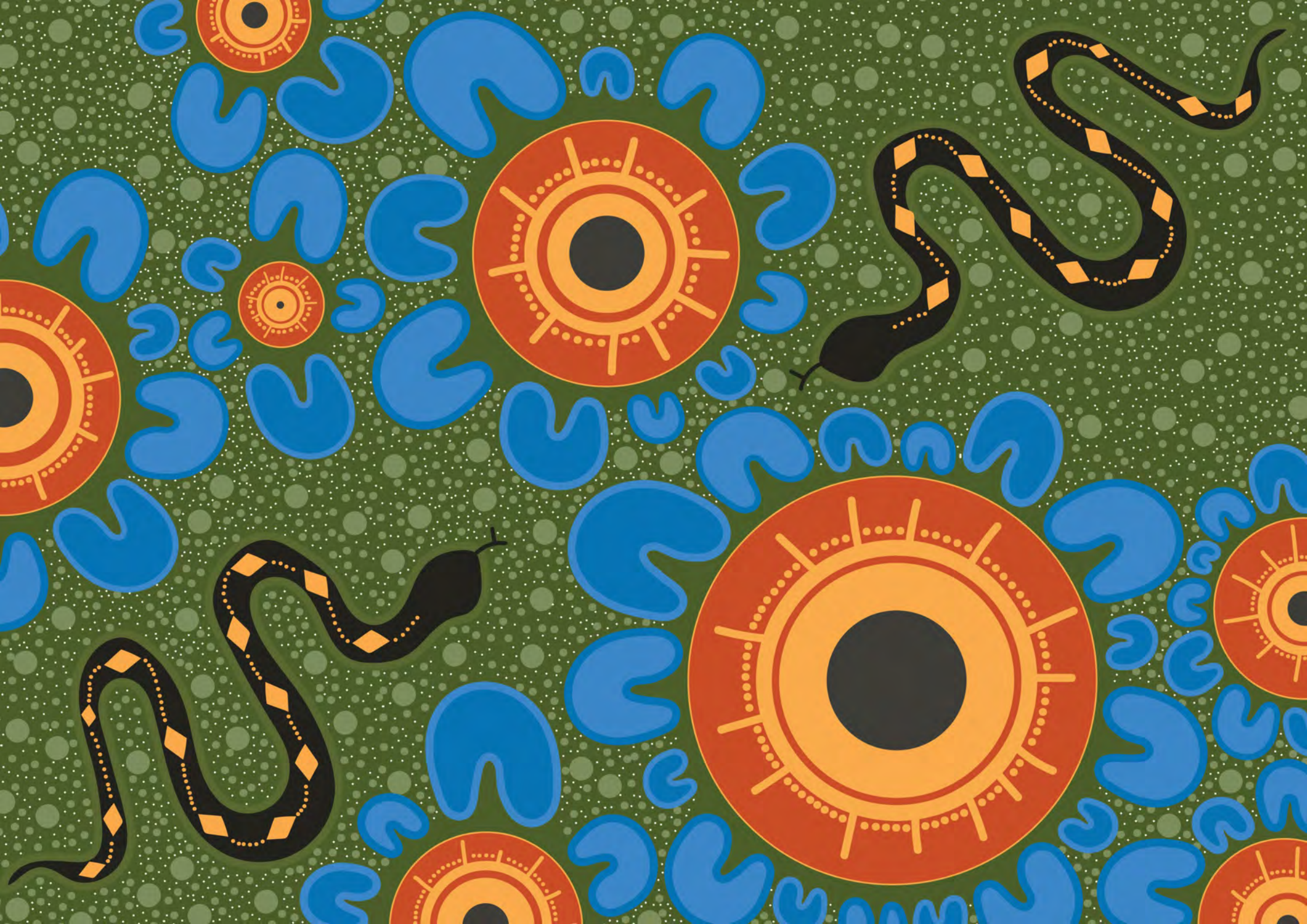
It is critical to not only uphold all five dimensions of reconciliation, but to also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge and leadership across all sectors of Australian society.

This Reflect RAP enables Rural Workforce Agency Victoria 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 Rural Workforce Agency Victoria and welcome to the RAP program. I look forward to following your reconciliation journey in the years to come.

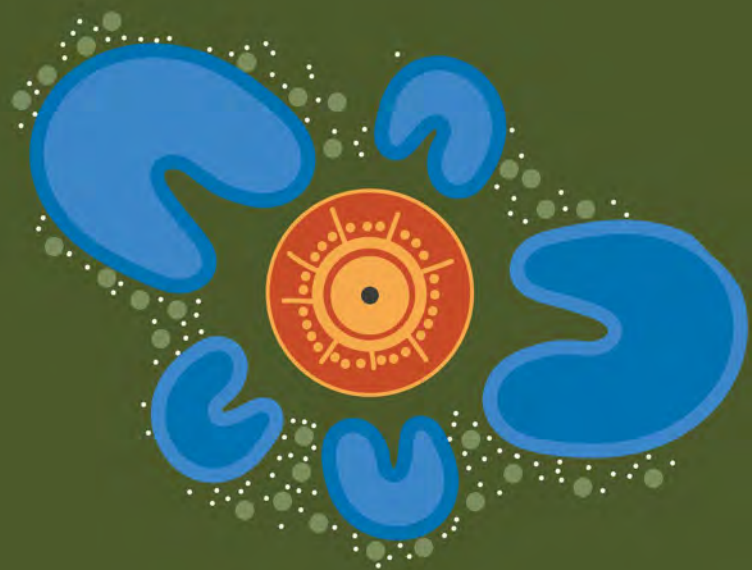
Karen Mundine
Chief Executive Officer
Reconciliation Australia





Artist: Madison Connors

Madison Connors is a proud Yorta Yorta (Wolithica clan), Dja Dja Wurrung (Moomnom Gunditj Bee clan), and Gamilaroi woman. She was born and grew up on her Kannygoopna (Shepparton) meaning the place in the river where big fish are caught. Madison is an artist, a human rights advocate, and a mother of two. Her business, Yarli Creative, is a coming together of her yarka (children), her yakapna (family), and her mulana (spirit)



“

My identity is what drives me. It's something that is within me and comes from the heart. My connection to my environmental surroundings is my bloodline and vein to this country and the community which runs deep within. I come from a strong line of women and am following in their footsteps; I aim to embody their full form on this earth and strive to make my mob proud of the work that I create and achieve.

”



A Welcome Message from the RWAV CEO and Board Chair

It gives us great pleasure to welcome you to RWAV's first Reconciliation Action Plan (RAP).

We welcome and pay our respects to members of Aboriginal and Torres Strait Islander communities reading this document, and acknowledge that RWAV is based on the Lands of the Kulin Nation, but operates across all Countries in rural Victoria.

The development of our RAP aligns with RWAV's new Advocacy Priorities, launched during 2021. As part of our Advocacy Priorities, we strongly believe that Aboriginal and Torres Strait Islander peoples should feel confident they will receive health care that is culturally safe, free of barriers and respectful of their values. By taking the first steps in our reconciliation journey we can support this priority and strengthen our strategic partnerships within Aboriginal and Torres Strait Islander communities, to further our work on this objective.

Our RAP has been developed on the principles of equity and fairness. We believe that health care provided to Aboriginal and Torres Strait Islander communities needs to be supported by community-led governance with high cultural safety principles of health

practitioners. We acknowledge and respect that the expertise and cultural knowledge of Aboriginal and Torres Strait Islander peoples and health professionals should be valued and embedded into healthcare models.

In developing our first RAP, we have taken a Reflect approach. This is the first step on our reconciliation journey. It is the building block on which our successive RAPs will be developed. It will allow us to focus on building relationships, scope out our approach and reflect on our vision for reconciliation. This document should be considered a starting point to produce our future RAPs and formal reconciliation journey, which will be meaningful, mutually beneficial and sustainable for RWAV and Aboriginal and Torres Strait Islander communities.

As you read this RAP, you will see we have already commenced many activities towards our reconciliation journey and have many yet to start. This RAP document supports our business plan to deliver a range of practical actions that contribute to reconciliation internally (at the board and operations level), in the Aboriginal and Torres Strait Islander communities in which we work, and with the Aboriginal and Torres Strait

Islander health services we work with. The development of this RAP is a natural extension of RWAV's extensive support over the years to Aboriginal and Torres Strait Islander health services and people through our outreach and recruitment programs. We are privileged to administer these programs and look forward to being able to do so for many years to come.

We would like to thank all RWAV staff who have contributed to this process so far and attended one of our workshops, suggested activities for consideration, or have been involved with our RAP Working Group. We would also like to thank the RWAV Board for their support and belief in the benefits of developing a RAP, not only for RWAV, but also for Aboriginal and Torres Strait Islander communities.

Thank you also to Reconciliation Australia for their guidance and support throughout our RAP process.

**Adjunct Associate
Professor Morton Rawlin AM
Chair of the RWAV Board**

**Trevor Carr
Chief Executive Officer**



Our Business

RWAV is a no-fee government-funded organisation that is committed to improving health care for rural, regional, remote and Aboriginal and Torres Strait Islander communities in Victoria. We enhance patient access to quality health care across country Victoria through sustainable health workforce models that support rural general practitioners (GPs), nurses, allied health professionals, locums, medical specialists, health services and students.

RWAV receives funding from the Victorian and Commonwealth Departments of Health to administer our programs. Our core programs include:

- no-fee, end-to-end recruitment services for health professionals to rural, regional and remote practices;
- grants to support health professionals for education, professional development, placements, practice training and rural relocation;
- specialist outreach service delivery to rural, regional and Aboriginal and Torres Strait Islander communities, and
- resources, grants and scholarships for the future workforce/medical students.

RWAV delivers services throughout rural and regional Victoria, which is home to approximately 1.6 million people. RWAV provides support to all rural general practices, Aboriginal Community Controlled Health Organisations (ACCHOs), bush nursing services, allied health services and community health services in rural Victoria.

We employ over 40 staff. RWAV has one office location in Melbourne where most staff are based, with some working from home in rural or regional Victoria. Our Board and Executive teams comprise of individuals with diverse expertise in medicine, rural and Aboriginal health, public health, strategy and management fields.

At the time of writing, RWAV does not adopt a standardised approach to collecting information in relation to the cultural identity of our staff or the health practitioners we support. Through our Reflect RAP we hope to undertake meaningful action to improve RWAV recruitment practices, and encourage more Aboriginal and Torres Strait Islander peoples to apply for roles at RWAV.

RWAV works closely with many Victorian ACCHOs, Aboriginal and Torres Strait Islander health services and health professionals through our grant, recruitment and outreach service supports.





Our RAP and Purpose

In January 2020, the RWAV Board and Executive teams endorsed the development of a RAP. This was in recognition of a unanimous agreement to enhance RWAV's organisational culture and commitment towards improving its programs supporting Aboriginal and Torres Strait Islander communities, health services and the Aboriginal Community Controlled Health Organisations (ACCHOs) it works closely with. The Reflect RAP will support RWAV's three-year strategic plan, and include actions to guide RWAV's internal and external contribution to reconciliation for Aboriginal and Torres Strait Islander peoples.

RWAV's interest is in improving health outcomes and addressing inequities in health care access across rural and metropolitan Victoria. There is a need to acknowledge this cannot be done without cultural sensitivity within Victoria and broader Australia. We also believe there is a need to better support and encourage the growth of the Aboriginal and Torres Strait Islander health workforce, if the health sector is to meaningfully address the National Aboriginal and Torres Strait Islander Health Workforce Strategic Framework and the 2020 Closing the Gap targets.

RWAV has developed a Reflect RAP to work towards having the processes and systems in place to strengthen our relationships with Aboriginal and Torres Strait Islander peoples and organisations in a culturally appropriate way. This RAP is the first step towards reconciliation, by building our cultural knowledge from the ground up.

This will enable our staff to confidently and meaningfully engage with the Aboriginal and Torres Strait Islander communities, health services and organisations we support. We hope our reconciliation process will lead to more opportunities for us to work together with Aboriginal and Torres Strait Islander health professionals, health providers, patients, communities and organisations, and to incorporate more of their voices in the health programs and workforce strategies we deliver.





Our Approach to Implementing the Reflect RAP

The Reflect RAP will be championed by RWAV CEO Trevor Carr. A RWAV RAP Working Group has been established and it currently includes the CEO, a Board Director and four staff members across different RWAV teams and levels. Working Group members will provide governance advice to support the development and implementation of RWAV's Reflect RAP, in accordance with the Terms of Reference. Aboriginal consultant Bonnie Chew from Mirriyu Cultural Consulting has been engaged to advise development of the RAP and has facilitated staff workshops.

All RWAV staff have been encouraged to participate in staff workshops and contribute ideas for RAP deliverables, as well as participate in cultural awareness activities throughout development of the RAP. The RWAV Reflect RAP has been informed by staff responses while participating in workshops and an organisational RAP cultural audit survey, in conjunction with a Cultural Consultant, the Board and Working Group advice. A majority of staff from all levels of the organisation volunteered to contribute thoughts and ideas for the RAP.

A lead Project Coordinator, Administrative Support Officer and General Manager, acting as RAP Executive lead, have worked closely with the Cultural Consultant and RWAV RAP Working Group to facilitate Working Group meetings, staff workshops, the cultural audit survey and drafting of the Reflect RAP publication. External nominees will be engaged to represent Victorian

Aboriginal and Torres Strait Islander perspectives to the Working Group, as a RAP deliverable. RWAV will encourage applications from health professionals who identify as Aboriginal and/or Torres Strait Islander, work at an ACCO, or have a strong interest in Aboriginal health.

Various staff members, across the organisation, regardless of whether they are a RAP Working Group member, will be responsible for implementing RAP deliverables. A new RAP Project Officer role has recently been created and appointed to lead key deliverables, as well as coordinate with other deliverable leads to progress the RAP through the implementation phase. The RWAV RAP Working Group will, at a minimum, meet on a quarterly basis for the duration of the Reflect RAP implementation to report on progress and coordinate deliverables.





RWAV's Reconciliation Journey to Date

Our Initiatives and Partnerships



RWAV's reconciliation journey spans many years, through our programs and partnerships for Victorian Aboriginal and Torres Strait Islander peoples.

RWAV has proudly supported the recruitment of GPs, allied health, nursing and locum professionals to many Victorian ACCHOs. Since June 2020, RWAV has supported ACCHOs with nearly 50 locum specialist GPs, who have worked more than 2000 sessions. In the last 12 months, we have placed 7 health professionals to work on an ongoing basis with ACCHOs in Victoria.


Victorian Aboriginal and Torres Strait Islander communities are also supported through our outreach programs. Many of these programs focus on Aboriginal and Torres Strait Islander health, prioritising management of chronic diseases, and eye and ear health. We administer these programs with funding from the Commonwealth Indigenous Australians' Health Programme, including the:

- **Medical Outreach Indigenous Chronic Disease Program (MOICDP)** – to manage chronic diseases such as diabetes, cardiovascular disease, respiratory disease, renal disease, cancer, and eye and ear health.
- **Healthy Ears Program** – which includes expanded primary care for Aboriginal and Torres Strait Islander children and youth for diagnosis, treatment and management of ear conditions.

- **Eye and Ear Surgical Support Program (EESS)** – for Aboriginal and Torres Strait Islander peoples who require surgical interventions due to otitis media.
- **Visiting Optometrists Scheme (VOS)** – to support optometrists in delivering outreach optometric services to rural and remote locations in Victoria that would not otherwise have ready access to primary eye care.

RWAV made cultural safety training a prerequisite condition for outreach service providers delivering services since 2020. This process was implemented after identifying it was required to ensure health services accessed by Aboriginal and Torres Strait Islander clients were culturally safe and sensitive to their needs. RWAV has supported Victorian ACCHOs in finding service providers as required. This is done by linking with other RWAV providers, local health bodies (hospitals and community health services) or new service providers who have registered interest in working with an outreach program.


In conjunction with the Victorian Aboriginal Community Controlled Health Organisation (VACCHO), Hearing Australia, and other peak bodies in the ear and hearing health space, RWAV has coordinated various initiatives designed to enhance the monitoring and treatment of ear and hearing health in primary healthcare. This has included coordinating and providing consistent messaging, service delivery, referral pathways and resources for Victorian Aboriginal and Torres Strait Islander peoples. RWAV is currently piloting an ear, nose and throat (ENT) specialist telehealth model



with the Murray Valley Aboriginal Cooperative (MVAC), to test the suitability of the service and support of a bulk-billing service pathway to fast-tracked surgery.

RWAV hosts an annual Aboriginal and Torres Strait Islander Victorian Advisory Forum to review outreach program health service delivery plans and ensure Aboriginal and Torres Strait Islander perspectives are included in service planning. Representatives from VACCHO, the Aboriginal Health and Workforce Strategy departments from the Victorian Department of Health, Royal Victorian Eye and Ear Hospital, Optometry Victoria and Victorian regional Primary Health Networks attend the forum, which is chaired by Bonnie Chew of Mirriyu Cultural Consulting services.

Collaborations have occurred through numerous initiatives with VACCHO, the peak body for Aboriginal health and wellbeing within Victoria, to develop strategies to enhance workforce planning and service delivery to local Aboriginal and Torres Strait Islander communities. Monthly meetings with VACCHO have enabled RWAV to gain an understanding of emerging health workforce issues impacting Victorian ACCHOs, Aboriginal and Torres Strait Islander communities and their community health needs.



RWAV values its strong partnership with VACCHO and looks forward to continuing meaningful collaboration. Key partnership initiatives between VACCHO and RWAV have included:

- supporting ACCHOs to transition from face-to-face to telehealth services, where appropriate, during the COVID-19 pandemic;
- the VACCHO and RWAV Outreach team working closely with ACCHOs to support regional eye and ear health pathways;
- ongoing RWAV membership within the VACCHO-facilitated Victorian Advisory Council for Koori Health GP Workforce Working Group, to discuss ways to support the growth and retention of the GP workforce in the ACCHO sector, and
- offering VACCHO cultural safety training workshops for health professionals and students supported by RWAV.

During the COVID-19 pandemic, RWAV has supported a school screening clinic at Warrnambool Primary School to provide audiology services for 42 children who were unable to access services at the local ACCHO, due to social restrictions. An ENT specialist visit was supported remotely via telehealth in Bairnsdale and facilitated locally by an Aboriginal Health Worker.



Reconciliation in 2021, 2022 and beyond

As part of its reconciliation journey, RWAV made grants available in 2021 for general practices, allied health and primary care services in rural Victoria. This was to support development of their own RAPs and to promote engagement with local Aboriginal and Torres Strait Islander communities to improve business practices. Providers may use funds for activities related to developing a RAP, such as funding to engage an Aboriginal or Torres Strait Islander consultant for RAP development advice, fees for Welcome to Country ceremonies and purchase of artworks and signage for their practice.

Internal reconciliation initiatives occurred during National Reconciliation Week and NAIDOC Week in 2021 and 2022. These were through email circulars within the organisation and included key cultural resources, links to external cultural awareness activities for staff to participate in and e-signature banners.

Also in 2021, the RWAV Board approved a set of advocacy priorities to inform the work of RWAV and its engagement with stakeholders. The third priority states:

Health care provided to Aboriginal and Torres Strait Islander peoples acknowledges a holistic view of health, which is empowered by community-led governance and is supported with high cultural safety principles of health practitioners. We believe that the expertise and cultural knowledge of Aboriginal and Torres Strait Islander peoples and health professionals should be valued and embedded into healthcare models.



RWAV is committed to working with our stakeholders to ensure this priority is achieved in Victoria. We recognise Victoria's unique socio-political position in being the first state to lead progressive action and discussions on Treaty, with the recent establishment of the First Peoples' Assembly of Victoria and the Yoo-rrook 'truth' Justice Commission. This is the result of many years of advocacy by Aboriginal and Torres Strait Islander leaders. We believe this momentum towards meaningful action to enable true self-determination for Victorian Aboriginal and Torres Strait Islander peoples should be supported by advancing reconciliation within our organisation and our network of influence within the health sector.

We look forward to expanding on our existing external and internal reconciliation processes through our Reflect RAP.



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.	August 2022	CEO
	• Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. Distribute findings throughout RWAV.	September 2022	RAP Project Officer
	• Create an engagement strategy to increase awareness of RWAV health workforce support programs among Aboriginal and Torres Strait Islander stakeholders and build mechanisms for their collaboration to inform ways for RWAV programs to support their health needs.	Oct 2022	GM-Strategy & Stakeholder Engagement
	• Host a RWAV meet-and-greet session or celebration event with Aboriginal and Torres Strait Islander stakeholders to learn about initiatives within the sector and how RWAV could contribute.	November 2023	Senior Manager-Customer Experience
	• Investigate opportunities for RWAV staff to participate in a community outreach engagement trip to engage with ACCHOs and Victorian Aboriginal and Torres Strait Islander communities in which RWAV works.	March 2023	GM-Strategy & Stakeholder Engagement
	• Explore opportunities to have Aboriginal and Torres Strait Islander representation on the Board, RWAV committees and working groups.	February 2023	CEO
	• Invite speakers from ACCHOs we work with to speak to RWAV staff about their history, communities they support and how we could help their initiatives.	February 2023	RAP Project Officer



Relationships (cont)

Action	Deliverable	Timeline	Responsibility
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> • Circulate Reconciliation Australia's NRW resources, materials and any registered events to our staff. Activities may be internal or external. 	27 May–3 June, 2023	RAP Project Officer
	<ul style="list-style-type: none"> • RAP Working Group members to participate in an external NRW event. All staff will also be encouraged to attend. 	27 May–3 June, 2023	GM-Strategy & Stakeholder Engagement
	<ul style="list-style-type: none"> • 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
	<ul style="list-style-type: none"> • Create an email banner to acknowledge NRW. 	27 May- 3 June, 2023	Senior Manager-Customer Experience
	<ul style="list-style-type: none"> • Communicate the RWAV RAP to our external stakeholders and promote Reconciliation Australia initiatives during NRW. 	27 May–3 June, 2023	Senior Manager-Customer Experience
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> • Communicate our commitment to reconciliation to all staff. 	August 2022	CEO
	<ul style="list-style-type: none"> • Identify external stakeholders that our organisation can engage with on our reconciliation journey. 	September 2022	GM-Strategy & Stakeholder Engagement
	<ul style="list-style-type: none"> • Identify other like-minded organisations that we could approach for collaboration on our reconciliation journey or NRW. 	January 2023	RAP Project Officer
	<ul style="list-style-type: none"> • Create a year-long cultural events calendar to communicate significant cultural dates with all staff. 	August 2022	RAP Project Officer

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Continue making RAP grants available to general practices, allied health and primary care services in rural Victoria to support the development of their RAPs and promote engagement with local Aboriginal and Torres Strait Islander communities to improve business practices. Providers may use funds for activities related to developing a RAP such as funding to engage an Aboriginal community organisation or consultant, fees for Welcome to Country ceremonies and purchase of artworks and signage for their practice. 	August 2022	Senior Manager-Health Workforce Development
	<ul style="list-style-type: none"> Create a designated RWAV RAP section on the RWAV website and newsletters to promote RWAV RAP initiatives throughout the year externally. 	August 2022	Senior Manager-Customer Experience
	<ul style="list-style-type: none"> Investigate processes to enable recruitment candidates, locums and outreach providers to undertake further cultural safety training through RWAV-funded sessions, or encouragement for them to undertake their own learning. 	October 2022	Senior Manager-Healthcare Access
	<ul style="list-style-type: none"> Research the role of holistic traditional medicine practices and traditional healing being supported within healthcare systems and share findings with staff. 	March 2023	RAP Project Officer
	<ul style="list-style-type: none"> Include a statement that reconciliation is part of RWAV's culture in new employee welcome/induction packs. 	August 2022	GM-People & Culture
	<ul style="list-style-type: none"> Develop a plan to educate staff on Closing the Gap. This might include exploring options to engage Aboriginal and Torres Strait Islander guest speakers to speak with staff. 	November 2022	RAP Project Officer



Relationships (cont)

Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none">• Research best practice and policies in areas of race relations and anti-discrimination and communicate findings within RWAV.	September 2022	GM-People & Culture
	<ul style="list-style-type: none">• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs. Communicate findings within RWAV.	October 2022	GM-People & Culture
	<ul style="list-style-type: none">• Promote RWAV anti-discrimination and race relations initiatives through the RWAV website and annual report.	December 2022	Senior Manager-Customer Experience



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.	• Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	February 2023	RAP Project Officer
	• Conduct a review of cultural learning needs within our organisation.	January 2023	RAP Project Officer
	• Encourage and enable staff to place cultural learning training on staff performance agreements/professional development plans.	March 2023	GM-People & Culture
	• Create a staff resource space in the office. Resources to include cultural information, posters, bulletin page and artwork	September 2022	RAP Project Officer
	• Set up platforms for staff to share cultural learnings – for example, standing agenda item at team meetings.	August 2022	RAP Project Officer
	• Create podcasts featuring views from Aboriginal and Torres Strait Islander peoples, or health professionals working within Aboriginal and Torres Strait Islander health, to increase cultural awareness internally and externally with stakeholders.	February 2023	Senior Manager-Customer Experience
	• Encourage staff to attend a one-day cultural awareness session with an Aboriginal cultural adviser, to build on baseline cultural safety training.	October 2022	GM-People & Culture
	• Provide staff with simplified cultural awareness resources for ongoing learning throughout the year.	December 2022	RAP Project Officer
	• Celebrate the work of Aboriginal and Torres Strait Islander health professionals at the Victorian Rural Health Awards.	June 2023	Senior Manager-Customer Experience

Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area and share this within RWAV. 	October 2022	RAP Project Officer
	<ul style="list-style-type: none"> Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols by compiling resources to share across RWAV. 	September 2022	RAP Project Officer
	<ul style="list-style-type: none"> Obtain access to resources on cultural safety, cultural protocols and important principles when engaging with Aboriginal and Torres Strait Islander peoples to share with health professional recruitment candidates who are interested in working within Aboriginal Health or an ACCHO. 	December 2022	RAP Project Officer
	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander peoples, or organisations, to contact for Welcome to Country ceremonies or artist performances during RWAV events. 	May 2022	Senior Manager-Customer Experience
	<ul style="list-style-type: none"> Create a standardised RWAV Acknowledgement of Country and provide resources for staff to make a personalised acknowledgement themselves, if desired. 	September 2022	RAP Project Officer
	<ul style="list-style-type: none"> Create a reconciliation office plaque that includes an RWAV Acknowledgement of Country and vision for reconciliation. The plaque will acknowledge RWAV is on the Lands of the Kulin Nation, with respect extending to Victorian Traditional Owners. 	October 2022	Senior Manager-Customer Experience
	<ul style="list-style-type: none"> Create virtual meeting background images and PowerPoint template photos of Lands from Victorian Traditional Owners, and Aboriginal and Torres Strait Islander artwork for staff to use. 	October 2022	Senior Manager-Customer Experience
	<ul style="list-style-type: none"> Place greeting statements in Victorian Traditional Owner languages around the RWAV office in consultation with a cultural consultant. 	November 2022	Senior Manager-Customer Experience
	<ul style="list-style-type: none"> Development of a Cultural warning disclaimer and more specific information for Aboriginal and Torres Strait Islander stakeholders on the RWAV website. 	November 2022	Senior Manager-Customer Experience

Action	Deliverable	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Raise awareness and share information among our staff about the meaning of NAIDOC Week. 	3 July-10 July, 2023	RAP Project Officer
	<ul style="list-style-type: none"> Introduce RWAV staff to NAIDOC Week by promoting external events in our local area, and by creating and circulating a cultural events calendar with activities that staff could participate in throughout NAIDOC week. Activities may be external or internal. 	3 July-10 July, 2023	RAP Project Officer
	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. All staff will also be encouraged to attend. 	3 July-10 July, 2023	GM-Strategy & Stakeholder Engagement
	<ul style="list-style-type: none"> Place a link on the RWAV website to connect viewers to NAIDOC Week events. 	3 July-10 July, 2023	Senior Manager-Customer Experience



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"> Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation. 	October 2022	RAP Project Officer
	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	October 2022	GM-People & Culture
	<ul style="list-style-type: none"> Develop policies to enable leave for cultural or ceremonial reasons for Aboriginal and Torres Strait Islander staff in accordance with industry standards, such as 'Cultural and Ceremonial Leave' on the Victorian Public Service Enterprise Agreement 2020. 	January 2023	GM-People & Culture



Opportunities (cont)

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Create a statement encouraging Aboriginal and Torres Strait Islander peoples to apply for RWAV job positions and include appropriate question for candidates to culturally identify in job application forms.	August 2022	GM-People & Culture
	• Explore opportunities to create more positions within RWAV for Aboriginal and Torres Strait Islander peoples.	January 2023	GM-Strategy & Stakeholder Engagement
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop a business case for procurement from Aboriginal and Torres Strait Islander-owned businesses	March 2023	RAP Project Officer
	• Investigate Supply Nation membership.	October 2022	Senior Manager-Customer Experience
	• Use Kinaway Aboriginal Chamber of Commerce Victoria and Supply Nation to explore products from Aboriginal and Torres Strait Islander businesses to procure for the organisation and office, including stationery and T-shirts, and events such as the Rural Health Awards.	October 2022	Senior Manager-Customer Experience
	• Investigate catering options from Aboriginal and Torres Strait Islander restaurants or companies that can be utilised for RWAV events.	October 2022	Senior Manager-Customer Experience
	• Procure Aboriginal and Torres Strait Islander artwork, maps or flags for the RWAV office.	November 2022	Senior Manager-Customer Experience



Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Form a RWG to govern RAP implementation.	May 2022	GM-Strategy & Stakeholder Engagement
	• Draft Terms of Reference for the RWG.	May 2022	Policy Officer-Rural Health Workforce
	• Establish Aboriginal and Torres Strait Islander representation on the RWG.	November 2022	RAP Project Officer
11. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	September 2022	GM-Strategy & Stakeholder Engagement
	• Engage senior leaders in the delivery of RAP commitments.	Dec 2022	CEO
	• Define appropriate systems and capability to track, measure and report on RAP commitments – for example, development of a centralised reporting process for RAP progress.	August 2022	RAP Project Officer
	• Create position and advertise for RAP Project Officer role within RWAV to lead specific deliverables.	May 2022	GM-Strategy & Stakeholder Engagement
12. 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	RAP Project Officer
13. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	February 2023	RAP Project Officer



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