

Innovate Reconciliation Action Plan

October 2023 - October 2025





Acknowledgment

EACH acknowledges the Traditional Custodians of the diverse lands, skies and waterways across Australia and pay our respects to their Elders past, present and emerging. We also extend our respect to all Traditional Owners, and Aboriginal and Torres Strait Islander Peoples, their Elders, cultures, heritages and their right to determine their own futures.

EACH recognises that sovereignty was never ceded and acknowledges the continuing impact colonisation has had on Aboriginal and Torres Strait Islander Peoples and Communities.

We also acknowledge the knowledge and skills of our Aboriginal and Torres Strait Islander staff who are currently working, and have previously worked, at EACH.

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Reconciliation artwork



Doom, daru, doomu - Yesterday, today, tomorrow by Rocko and Jack Langton

Through symbolism of the dreamtime and dreaming, EACH's reconciliation artwork conveys EACH's reconciliation journey through the richness and diversity of Indigenous culture. Our artwork brief was developed by Aboriginal staff with each symbol used in the artwork carefully chosen to represent EACH's journey: our programs and services, the places we meet, the states where we operate, our commitment to healing past traumas and making positive change towards reconciliation and how far EACH has come in their journey by working closely with Aboriginal and Torres Strait Islander staff and Communities.

Artwork brief

Created by Murryann (Annie) Reeves, Tristan McGovern, Vanessa Murdoch and Katrina Saunders.

Aboriginal and Torres Strait Islander peoples are not a written culture - we are either an oral (Story Telling) or a visual culture (Painting) to represent our stories.

We learn how to read our art and find the connection to the painting - the knowledge of Aboriginal Art is taught from our Ancestors and then passed down through generations to keep the dreamtime and dreaming alive, this connects us to our culture – the Past, Present and Future.

The symbolism focuses on the dreamtime and dreaming, and we are proud to share and connect EACH's journey through our culture. We want to take you on our journey through this piece of art that Rocco and Jack Langton have created on our behalf and hope that this also brings you a sense of belonging and to be a part of our family to walk this path together.

Sky

EACH started out in the Eastern suburbs of Melbourne and have grown and moved across land and states with the stars for guidance and ancestors watching over.

Land

The Red sand represents EACH's journey crossing of the land and territories, marking country as they move along. The gum leaves represent all the programs that EACH deliver and the multiple supports and services provided for all people.

Water

The meeting place represents EACH as a whole with the water flowing round to represent all the programs and supports we deliver from region to region from newborns to elders. The outside half circles represents where we all come together to meet.

Footprints

The footprints represent First Nation Peoples and Non-Indigenous brothers and sisters walking together reconciling to heal from past traumas and to make a positive change in reconciliation. It also recognises how far EACH have come with this journey and the sense of pride doing it alongside Aboriginal and Torres Strait Islander staff.

Totems

The four (4) animal totems represent each state that our offices are situated on country.

Victoria – Wedge Tail Eagle,
Queensland – Kangaroo,
New South Wales – Platypus,
Australian Capital Territory – Cockatoo.

They are significant to each state and play a major role to Aboriginal communities including representing Dreamtime.

We hope that this artwork empowers all staff who work at EACH to take responsibility and accountability in our continuing journey of reconciliation. Making a positive change both at work and in your own personal journey to move together as one.

Artist biographies



Robert "Rocko" Langton

Rocko was born in Cherbourg, Queensland. Rocko's mother was born on Palm Island (her People were Kaanju and Kuuku Yani from far North Queensland). His father's background is Biri (Central Queensland) and Gunggari (Western Queensland).

Rocko's early exposure to art came through watching his father, who painted landscapes and portraits in oils. That's where his first interest came from – just sitting back watching his father.



Jack Langton

Jack Langton, Rocko's son, is a Wakka Wakka Kaanju and Kuuku Yani man from Cherbourg, Queensland. His father and grandfather taught him alongside his siblings who are all Aboriginal artists. He would watch them for hours.

Jacks' artwork is considered contemporary Aboriginal, and he uses acrylic paint on canvas, didgeridoo, boomerang, clap sticks and refurbished furniture using bright colours. His inspiration can be seen through the landscapes, environments, animals and surroundings around Cherbourg.

The story behind the artwork is called Yesterday, today, tomorrow - Doom, daru, doomu in Wakka Wakka language.

As part of our Artwork launch in May 2022, we had the privilege of having Tribal Experiences perform a mesmerising Welcome to Country and Smoking ceremony, as well as having members of our RAP Working Group speak about the spirit of reconciliation and what reconciliation means to them. The launch also afforded EACH the opportunity to join and celebrate the occasion with a number of Elders.

As our honoured guests, the Elders represented many local communities - sharing encouragement and affording EACH an opportunity to work together to create mutually positive outcomes.





Our vision for Reconciliation

In the spirit of reconciliation and guided by our values, EACH is committed to social justice, and the promotion of health and wellbeing for all in the community.

For true reconciliation to be achieved, EACH believes in a future where:

- relationships between the wider Australian community and Aboriginal and Torres Strait Islander peoples are continuously strengthened;
- Aboriginal and Torres Strait Islander communities and their people will be restored to a place of equity, dignity and respect; and
- Aboriginal and Torres Strait Islander peoples are empowered to make decisions for their own future.

EACH recognises that since colonisation, successive government policies have systematically disadvantaged and marginalised Aboriginal and Torres Strait Islander peoples and we acknowledge these past injustices. We fully affirm there is a long path to follow to achieve equality for Aboriginal and Torres Strait Islander people and their communities in regard to their own self-determination, cultural respect, inclusivity, and health and wellbeing outcomes to positively progress in the reduction of the life expectancy gap between Indigenous and non-Indigenous people of Australia.

In the context of our work at EACH, our ambition is to work together in partnership with our Aboriginal and Torres Strait Islander customers, communities and staff to design and provide accessible and culturally safe services and employment underpinned by:

- Understanding, respecting, sharing and representation of Aboriginal and Torres Strait Islander peoples' world views, including historic and current customs, practices, traditional lore and protocols that are part of Aboriginal and Torres Strait Islander cultural observances.
- Coming to an open and honest understanding of our history as Australians and see clearly with open eyes the colonial impacts that have resulted from intergenerational trauma for Aboriginal and Torres Strait Islander peoples.
- Taking vital and productive measures of encouraging and embedding culturally appropriate working practices with both our Aboriginal and Torres Strait Islander customers and staff we believe will ensure EACH is able to create a welcoming and inclusive environment that is physically, spiritually, socially, and emotionally safe.
- Valuing the cultural diversity that enriches, motivates, and drives EACH forward.

For truly genuine reconciliation and healing to be accomplished it starts with each one of us.



Message from our CEO

It is with immense pride that I present our third Reconciliation Action Plan which focuses on promoting reconciliation and improving health and wellbeing outcomes for Aboriginal and Torres Strait Islander peoples.

Discrimination continues in this country and has created disparities in health outcomes and mortality rates for Indigenous people compared with non-Indigenous Australians that cannot continue to be tolerated. We recognise that these inequitable outcomes are determined by a range of cultural, social and political factors which are deeply embedded in the fabric of Australian society.

For us to effect real change we must work together to enable Aboriginal and Torres Strait Islander people to regain the self-determination that was taken from them with the arrival of European settlers.

At EACH we have so much to do, but equally we can reflect on the strong partnerships we have built with Aboriginal and Torres Strait Islander communities to co-create solutions that address health equity barriers, promote health education, and improve access to appropriate services.

Case studies outlined in our new Reconciliation Action Plan highlight the amazing work we have done and continue to do, which includes the establishment of our Wantima Team in Queensland who identify service gaps and collaborate with Community and partners in addressing community need. We are also delighted to launch an Indigenous Community GP Clinic as part of our wider Ngarrang Gulinjal Boordup Service which will provide a Health Check Program for local Aboriginal and Torres Strait Islander Communities. Inside our business we benefit from the wisdom of our Aboriginal Cultural Advisors, who are Indigenous members

of our staff who guide us open heartedly to understand and make decisions that are smarter and more culturally appropriate. We in turn are committed to genuinely listening and acting on that guidance.

The foundations we have built along the way position us to focus on implementing longer-term strategies within our sphere of influence to advance reconciliation, both externally and internally.

Through this ambitious plan, we commit to ensuring that our staff and stakeholders have greater cultural competency and understanding of the history and contributions of Aboriginal and Torres Strait Islander people. We pledge our support to initiatives that are driven by the community's leaders that promote self-determination and empowerment across country.

At its core, this plan is a testament to our commitment to build stronger, more collaborative relationships.

Thank you to our Reconciliation Action Plan Working Group, who have led our reconciliation journey and my deepest gratitude to our Aboriginal and Torres Strait Islander staff who continue to teach, guide and uplift us. I am also very grateful to our community partners and stakeholders who have contributed valuable advice and support.

It is our hope that you will join us in enacting our RAP and walk alongside us in our dedication towards the promotion of health equity in Indigenous communities across Australia in order to ensure that every Indigenous person can enjoy a long and healthy life, rich in cultural strength and opportunity.

Natalie Sullivan
Chief Executive Officer
EACH & EACH Housing Ltd.



Message from the Reconciliation Australia CEO

Reconciliation Australia commends Eastern Access Community Health Ltd on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Eastern Access Community Health Ltd continues to be part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

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

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

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

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

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

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

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

Congratulations Eastern Access Community Health Ltd on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer
Reconciliation Australia



Message from our Chair of the EACH Innovate Reconciliation Action Plan 2020-22 and 2023-25

Acknowledging and paying respect to EACH's Aboriginal staff that have contributed to the RAP Working Group.

The past couple of years have been years of significant change showing us the resilience and adaptability that is needed to adjust. So, I am incredibly proud of the positive stories, initiatives and key milestones we have achieved despite the disruption to the way we live and work. I equally recognise that we have so much more to do to embed reconciliation into the hearts, minds and actions of everyone at EACH and to continue to promote respect for Aboriginal and Torres Strait Islander cultures, histories, knowledges and rights.

EACH would like to acknowledge the significant contributions of current and previous Aboriginal Staff on our EACH Innovate 2020-2022 RAP Working Group – Vanessa Murdoch, Murryann (Annie) Reeves, Katrina Saunders, Tristan McGovern and Uncle Des Smith.

Indigenous ways of knowing, being and doing are essential to supporting progress and success and we are extremely grateful for their leadership, experience, wisdom, guidance, and generosity.

Vanessa Murdoch

Narrm Aboriginal Cultural Coordinator and Aboriginal Health Promotion Officer Ngarrang Gulinj-al Boordup Team

Vanessa is a proud and strong Kullilli, Wakka Wakka, Murri woman from Queensland (through the ancestry of her mother and grandmother),

who now lives and works on Woi Wurrung Country in Victoria.

Vanessa's passion for her mob and culture, has seen her become a significant advocate and champion for inclusion to ensure the delivery of culturally safe, inclusive and responsive services for Indigenous Communities and a welcoming environment for Indigenous staff.

Vanessa has developed and facilitated many Cultural Health & Wellbeing programs and workshops including, but not limited to, the highly successful and well-established Journey Tracks Program supporting young Indigenous people within the school environment to strengthen their cultural identity.

Vanessa comes from strong family with a proud cultural voice and is emerging as an important leader, standing in her power.

In Vanessa's words, *"to fully understand the present, we must fully understand and learn from the past"* so that our Nation can heal and have better understanding and respect for First Peoples and their culture.

Vanessa's hope is that one day Non Indigenous Australians will open their hearts and fully recognise the true custodians of Australia.

Murryann (Annie) Reeves

Regional Cultural Lead - Wantima

Murryann is a proud Yuggera woman from Queensland. Murryann is a highly respected person in her community, working tirelessly through her lifetime to achieve positive

outcomes and facilitate change to improve the quality of life of Aboriginal and Torres Strait Islander peoples.

Murryann knows that to facilitate change she needs to work with community and listen to her Elders. She is admired for her strength and adaptability. Murryann has a positive energy and ability to produce change, often listening and being the voice of our most vulnerable.

"Murryann is respected and well known in community. Over the years she has developed knowledge and understanding of diverse cultural dynamics of families and communities and is trusted in community to walk with our people through their journey of change."

- Aunty Daphne

EACH are extremely grateful for the doors that Murryann has opened as a direct result of her relationships, and the bridges that she has helped build and rebuild.

Katrina Saunders

Senior Practice Lead ECEI and Wantima

Katrina is a proud Mandandanji woman (through the ancestry of grandfather) although was born, raised and accepted on Yugambah country where she lives.

Katrina has a Bachelor of Early Childhood Teaching & Education and has been working in the sector for over 25 years. She is passionate about helping and making a difference in the lives of children and families and supports them wholeheartedly to achieve positive outcomes. She especially enjoys doing this for her mob in a culturally safe way and seeing the difference it makes to set them up in the Early Years for success.

Katrina works in a very discreet and unassuming way – her leadership often comes from behind. She is a talented peacemaker, skilled advocate and a courageous and articulate strategist. While she may act quietly, her actions have a significant impact.

Tristan McGovern

Cultural Projects Lead - Wantima

Tristan is a proud Kamilaroi man (through the ancestry of his mother), born and raised in St. George.

After eight years working in the mines as a Diesel Mechanic and Blast Hole Driller, Tristan was compelled to explore an ever present, deeper part of himself and to help others.

Tristan's own lived experience, his passion for his mob and desire to follow in his mother's footsteps was something that he could no longer ignore.

Tristan's mental health outreach work in EACH's Crew4Youth program has fostered in him a commitment to improving outcomes for young people. He rarely wastes energy on having small ideas and his ability to sell his vision and network for effect will see some great outcomes in the pipeline for those young people.

With Tristan's humility, determination, passion and entrepreneurial spirit, the sky's the limit.

Uncle Des Smith

Senior Cultural Advisor

Uncle Des is a respected Elder and descendant of the Yorta Yorta and Jaara – Dja Dja Wurrung People through his mother and Wiradjuri descent from his father's ancestry.

With a career as a frontline health worker spanning over 40 years, Uncle Des' commitment at a grass roots level to the Aboriginal Community in championing health, justice and education has been outstanding and led to his very worthy induction into the 2020 Victorian Aboriginal Honour Roll; recognised for championing equity and cultural safety across education, housing, justice and health and dedication to self-determination. Uncle Des has also achieved NAIDOC and Eastern Health awards recognising his outstanding and valuable contribution to Victorian Aboriginal health. At a state level, he has been acknowledged for his outstanding achievement and an exemplar of successful program delivery and has showcased his work with presentations on a number of occasions to the Department of Health and Human Services and at the Inaugural Victorian Health Conferences.

Although no longer with EACH, Uncle Des has left a lasting impression through his actions. His dedication, expertise and commitment have influenced EACH's RAP commitments and contributed to our successes to date. His exceptional work ethic and ability to inspire others will continue to resonate within our organisation. EACH are grateful for the impact Uncle Des has made during his time here and his legacy will not be forgotten.

Tam Bourke

Manager Organisational Development and Culture (Inclusion and Diversity)

Our values



WE CARE

We welcome you with empathy and hope.

We believe making change is possible for everyone.



WE LISTEN

We take time to understand you, your experiences and your culture.

We work with you and the people important to you, to build the right support.



WE LEARN

We evaluate our actions and always seek to improve.



WE DELIVER

We have a '**can do**' attitude and find ways to say '**yes**'.

We say what we say we're going to do.

Our business

EACH is a for-purpose organisation delivering health and support services that improve lives and strengthen communities.

Across Australia, we deliver services in:



Mental Health



Primary Health



Child and Family Wellbeing



Aged Care



Disability



Housing

*Our Vision is that **everyone has the power to live well.***

EACH has a comprehensive range of services that address physical, mental and psychosocial needs at a community and primary care level, and we are committed to integrated and coordinated service provision.

We recognise the increasing need for effective linkages between service areas, particularly for people with complex needs. We strive to provide seamless, coordinated care that meets these needs.

We recognise that health and wellbeing are significantly and negatively affected by factors such as unemployment, homelessness, financial difficulties, social and cultural exclusion and addiction, so we offer a wide range of supports to assist members of our community to lead happier, healthier lives.

We believe that health and wellbeing are achieved through a holistic approach which includes not only biomedical factors, but the social determinants of health and wellbeing such as access to safe and affordable housing, education and employment.

Our sphere of influence includes our staff and clients which come from a wide range of diverse backgrounds. Our influence also extends to governments at all levels, program partners, funders, businesses, schools, health services and community organisations in the regions we work.

Originally established as Maroondah Social and Community Health Centre in 1974, the organisation was founded on the principle that all people are entitled to good health regardless of socioeconomic factors.



**Approx. 1,500 staff
& 150 volunteers
delivering services to
60,000+ customers
via 54 locations**

**EACH has 15 employees
that have chosen to identify
as Aboriginal and/or
Torres Strait Islander.**

The local government areas in which EACH operates are:

- ACT
- City of Greater Dandenong
- City of Whittlesea
- Bega Valley Shire
- City of Ipswich
- Eurobodalla Shire Council
- Byron Shire
- City of Knox
- Goulburn Mulwaree Council
- Camden Council
- City of Manningham
- Liverpool City Council
- Campbelltown City Council
- City of Maroondah
- Port Macquarie-Hastings Council
- City of Boroondara
- City of Melton
- Shire of Cardinia
- City of Brisbane
- City of Newcastle
- Shire of Mornington Peninsula
- City of Canterbury Bankstown
- City of Stonnington
- Shire of Yarra Ranges
- City of Casey
- City of Toowoomba
- South Burnett Regional Council
- City of Coffs Harbour
- City of Whitehorse

Development of our EACH Innovate Reconciliation Action Plan 2023-25

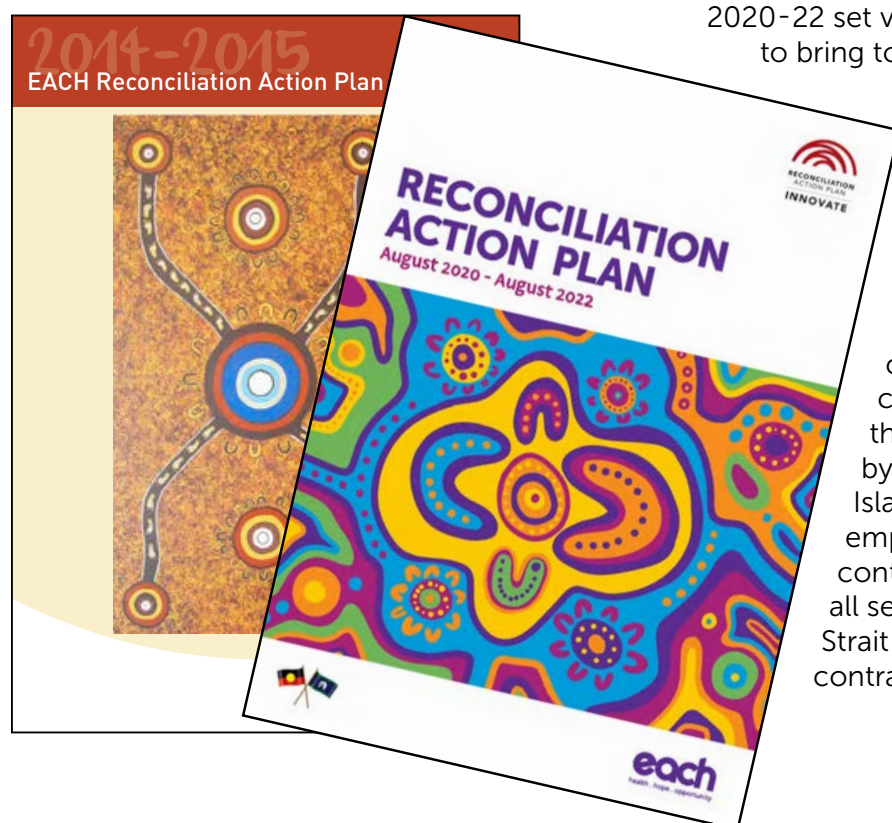
EACH's journey of reconciliation had its formal beginnings in 2000, where as an organisation we asked ourselves whether we really knew or understood Aboriginal and Torres Strait Islander Communities and how we could begin to work together. Out of that reflection we approached local Wurundjeri Elders to assist us in this journey of understanding and our first formal statement of commitment to reconciliation. Building on these connections in the community, and in consultation with our own Aboriginal and Torres Strait Islander staff, EACH worked towards developing its first Reconciliation Action Plan in 2014.

This is EACH's second Innovate RAP and having reflected on challenges, key learnings and achievements in consultation with our Indigenous staff and through Community feedback, we again asked ourselves, what EACH could do to further progress our commitment to reconciliation through our next Innovate Reconciliation Action Plan.

Many of the actions in EACH's second Innovate Reconciliation Action Plan have been carried forward from our previous Reconciliation Action Plan 2020-22, as they are still seen as pivotal building blocks to ensure substantive and meaningful change across all of EACH.

Our first Innovate Reconciliation Action Plan 2020-22 set very ambitious targets for EACH to bring to life our renewed vision for

Reconciliation and addressing the National Agreement on Closing the Gap to bring better health equality and culturally safe and accessible services. We will continue to strengthen relationships and partnerships with Local Elders, community-controlled organisations and community members to address the ongoing inequities experienced by Aboriginal and/or Torres Strait Islander Peoples in health, education, employment and housing and continue to provide priority access to all services for Aboriginal and/or Torres Strait Islander Peoples regardless of contractual or funding requirements.





The development and launch of EACH's Cultural Awareness e-learning module and associated Cultural Protocols for all staff – launched in August 2020. Since its inception, 92.9% of EACH staff have completed the Cultural Awareness e-learning module.



Inclusion of anti-discrimination and racial discrimination policies and procedures, along with an amended Public Holiday Substitution policy allowing (where operationally possible) individuals to swap a gazetted public holiday with a different day that may be more relevant to their beliefs and traditions.



Official Positional Statement calling on the Government to support a Treaty with Aboriginal and Torres Strait Islander Peoples.



Growing our procurement through Supply Nation accredited companies.



The formation of EACH's Yarning Circle - a space for our Indigenous staff to get together to connect, motivate, inspire, empower, and support each other both personally and professionally and most importantly, gather for a yarn.

Highlights from our First Innovate Reconciliation Action Plan 2020 - 22



Various Community Sponsorships including both formal and informal Community engagements and partnerships.



The inaugural appointment of Uncle Des Smith as EACH Aboriginal Cultural Advisor in 2021 to further support and progress EACH's ongoing commitment and work towards Reconciliation through our Innovate Reconciliation Action Plan 2020-22.



The design, launch and unveiling of our EACH Reconciliation Artwork in Ipswich as part of National Reconciliation Week 2022, which afforded the organisation an opportunity to join and celebrate the occasion with a number of Elders. As our honoured guests, the Elders represented many local communities - sharing encouragement and affording EACH an opportunity to work together to create mutually positive outcomes.



Following on from the launch of EACH's Reconciliation artwork, members of our RAP Working Group came together to pause, honestly reflect on our progress and challenges and embrace a move toward a more intentional approach to Reconciliation and Closing the Gap. Through some courageous feedback from Aboriginal staff and members of the Community, EACH made a commitment to resourcing a dedicated team in Queensland - Wantima (meaning "Rising Up"), led by Murryann Reeves, Tristan McGovern and Katrina Saunders - Senior Practice Lead ECEI. Further to the formation of Wantima, Vanessa Murdoch was appointed to the position of Narm Aboriginal Cultural Co-ordinator in the Ngarrang Gulinj-al Boordup Team based in Victoria (*Narm being the traditional Aboriginal name for Melbourne. It encompasses the traditional lands of the Kulin Nation, which consists of a collective of five Aboriginal nations; the Wurundjeri, Boonwurrung, Wadawurrung, Taungurung and Dja Dja Wurrung.*)



Celebration of both National Reconciliation Week and NAIDOC week through national and local efforts.



Key challenges and learnings

Along with our achievements and successes, we acknowledge there have been challenges and opportunities for learning along EACH's reconciliation journey. The launch of our first Innovate RAP occurred during the height of the COVID-19 pandemic, which presented unique challenges. The organisation had moved staff to remote working whilst EACH played a crucial role in the COVID-19 community response.

Whilst EACH noted during the COVID-19 pandemic we temporarily stalled some of our key activities, it was nevertheless important for us to have honest and transparent conversations with our Indigenous staff and hear the experience of the Communities we work with. It is through these conversations and broader reflections that we recognise that the work of reconciliation requires us to adjust the way we do business, and that for meaningful change to occur EACH needs to shift its ways of thinking, planning and working.

Our second Innovate RAP sees a revised governance structure to better provide broader representation on the RAP Governance Committee to influence change and progress. Additional resourcing has been allocated to support EACH's vision for Reconciliation and Closing the Gap, and a much-needed forum for culturally appropriate advice, through the appointments of a Queensland based Regional Cultural Lead and Cultural Projects Lead, a Victorian based Narm Aboriginal Cultural

Coordinator and more recently the appointment of a Director of Aboriginal Relationships and Business Development.

Through reflections and listening, it was evident that future reconciliation efforts and strategies require further focus on:

- Ensuring the work of reconciliation is driven more broadly by EACH's Non-Indigenous leaders and staff across the organisation, supported by the expertise and lived experience of our Aboriginal and Torres Strait Islander staff, Elders and Communities.
- Embedding reconciliation into our core business and building strong governance structures and accountability.
- Embedding self-determination and ensuring the voices and perspectives of Aboriginal and Torres Strait Islander peoples are not only heard but inform the design and development of EACH services and inform our advocacy priorities ***"Nothing about me without me."***
- Improved employment outcomes by increasing EACH's current Aboriginal and Torres Strait Islander recruitment, retention, and professional development.

- Targeted cultural training for all Hiring managers along with our Human Resources and Talent Acquisition teams to gain a better understanding and be more aware of the needs and concerns of the Community.
- Enhanced cultural safety and competence through more accessible opportunities for cultural learning and experiences for staff and leaders. We have found that the level of knowledge and understanding of Aboriginal and Torres Strait Islander histories, cultures and affairs varies across the organisation, and continuous education through various formats, including the promotion of self-learning is key to building understanding, engagement and confidence amongst our teams. The recent recruitment of EACH's Queensland based Regional Cultural Lead and Victorian based Narm Aboriginal Cultural Coordinator will further support in building understanding of identified Aboriginal and Torres Strait Islander Community needs and providing cultural support to teams and individuals.
- Understanding, recognising and rewarding cultural load and consulting with Indigenous staff on how to minimise cultural load while maintaining organisational activity. This includes routinely checking in with Aboriginal and Torres Strait Islander staff as well as making adequate provision for them to participate culturally as appropriate.
- Re-igniting EACH's Wirri Girri (RAP Champions) program. During the Covid pandemic, EACH's Wirri Girri program was unfortunately paused due to EACH's critical involvement in supporting the Covid response. To further advance and promote greater awareness of, and support for our 2023-2025 Reconciliation Action Plan and associated activities throughout the two-year life of the plan, EACH will be re-igniting our Wirri Girri network to include staff members from a range of positions and locations across our organisation. The program will support EACH in:
 - Putting our 'Reconciliation Action plan' into action. The Wirri Girri program is a core part of this plan.
 - Improving links and referral pathways for Aboriginal and Torres Strait Islander customers and communities.
 - Dispelling myths and stigma.
 - Providing better outcomes for Aboriginal and Torres Strait Islander staff and customers accessing EACH services.
 - Providing a great opportunity for staff to expand their knowledge and connections with both Aboriginal and Torres Strait Islander communities and colleagues.

Wirri Girri means 'messenger' in Woi Wurrung Language of the Wurundjeri People. The work of a Wirri Girri is similar to a 'champion's' role.



RAP Governance Committee

Led by Executive Director Sponsors, the RAP Governance Committee (RGC) is comprised of senior representatives across EACH as well as Aboriginal and Torres Strait Islander staff. The RGC is the governing body of the EACH RAP. Non-Indigenous staff on the RGC are responsible for the implementation, delivery and reporting phases of the RAP. The role of Aboriginal and Torres Strait Islander staff on the RGC is to:

- guide EACH by providing Aboriginal and Torres Strait Islander knowledge and perspectives.
- ensure Aboriginal and Torres Strait Islander people are involved in decision-making.
- build a culturally appropriate approach to RAP development, implementation and reporting.
- assist the RGC and broader organisation to work through areas that may be complex or sensitive.

The RGC is accountable for the delivery of the plan, and leadership across the business – with decisions being filtered through to the RAP champions. Our executive sponsors, Clare Murphy and Bernie Durkin are the Senior RAP Champions.

Members of the EACH RAP Governance Committee are:

Natalie Sullivan Chief Executive Officer (CEO)

Murryann (Annie) Reeves Regional Cultural Lead, Wantima

Katrina Saunders Senior Practice Lead ECEI

Tristan McGovern Cultural Projects Lead, Wantima

Vanessa Murdoch Narm Aboriginal Cultural Coordinator, Ngarrang Gulinj-al Boordup Team

Clare Murphy Executive Director Organisational Enablement (Executive co-sponsor)

Bernie Durkin Executive Director Business Development, Innovation and Impact (Executive co-sponsor)

Tam Bourke Manager Organisational Development and Culture (Inclusion and Diversity) - Chairperson

Vicki Kalfat Executive Assistant to the Executive Director Organisational Enablement

Debbie Stanley Program Director Child, Youth and Family Wellbeing

Paul Martin Director Aboriginal and Torres Strait Islander Relationships and Business Development

Melissa Brown Manager Internal Communications

Natacha Razavi Director Human Resources

Omar Sali Director Infrastructure and Capital Projects

Team spotlights

About our Ngarrang Gulinj-al Boordup Team

(Caring for Mob in health and wellbeing in the Woiwurrung language of the local traditional owners the Wurundjeri People Victoria)

The Ngarrang Gulinj-al Boordup Team, previously known as the EACH Aboriginal Health Team has a rich and humble history documented over three generations and counting. Acknowledging their history, community, and families who have been critical in the growth of the team, has kept them on track as they progress into the future.

The Aboriginal Health Team was originally established in 2005 then, in 2020 was presented with a traditional name in local Woiwurrung language to reflect the Indigenous Community and the programs delivered in Aboriginal health and wellbeing.

The Ngarrang Gulinj-al Boordup team delivers services and programs within EACH that believe Aboriginal and Torres Strait Islander children, families, and communities living across the lands of Victoria will be physically healthy, emotionally strong, spiritually connected to culture and socially woven together in solidarity that supports self-determining futures for Aboriginal and Torres Strait Islander communities. The team works alongside the Aboriginal and Torres Strait Islander community to support and assist community members to access health and community services that meet their individual needs.

Ngarrang Gulinj-al Boordup Services include:

- Support in accessing Allied Health and Aboriginal services/programs

- Integrated Team Care – Care coordination and support in accessing medical equipment, and specialists for individuals experiencing chronic health conditions
- Diabetes education delivered by a Diabetes Educator/registered nurse
- Dedicated Indigenous GP clinic and Indigenous Health Facilitators
- Aboriginal Health Promotion across the life span of community members and within educational settings
- Journey Tracks – Cultural Health and Wellbeing Leadership Program
- Indigenous Cultural Education and Cultural immersion training/Internal Cultural Audits (Victoria only)
- Secondary Consultations supporting EACH staff in Victoria
- Kirrip Circle for Indigenous EACH staff working in Victoria

The team includes EACH's Narrm Aboriginal Cultural Coordinator, Aboriginal Health Facilitators, a Nurse Care Coordinator, an Outreach Worker, Aboriginal Health Promotion Officer, Housing Support Co-Ordinator, and Project Officer for Impact and Evaluation.



Ngarrang Gulinj-al Boordup Team - Erica Lambert, Lynne Pharoah-Hamer, Stellamay Lambert, Zita Gilbert, Tash Harney, Vanessa Murdoch, Ria Kenna and Helene Cripps

Wantima (Rising Up) team Qld and NSW

The Wantima team was established in 2022 following the launch of EACH's Reconciliation artwork. The team is focused on Closing the Gap targets which is underpinned by the belief that when Aboriginal and Torres Strait Islander people have a genuine say in the design and delivery of policies, programs and services that affect them, better life outcomes are achieved. The Wantima team strive to contribute to addressing the seven (7) targets of Closing the Gap:



Education



Employment



Health and Wellbeing



Justice



Safety



Housing



Land and Waters

The Wantima team is underpinned by a "Leading with Cultural Authority" framework on Country. The Cultural Authority are those men and women who are recognised as "experts" in their fields from a lifetime of learning and commitment. The Wantima team will work with communities to create a place of safety, providing an environment for Elders, Community members and their families to speak for themselves, tell their own stories, and oversee their own healing.

The work of the Wantima team has an internal and external focus:

1. To support EACH in achieving its RAP deliverables through working in partnership with Aboriginal and Torres Strait Islander clients, communities and staff to design and provide accessible and culturally safe services and employment; and
2. To provide leadership and increase the capacity of the Darling Downs-West Moreton Aboriginal Community by bringing mobs together, identifying needs, co-designing strategies to address local challenges and supporting Community-led approaches.

The team includes a Regional Cultural Lead, Cultural Projects Lead and Senior Practice Lead, ECEI.



Wantima Team - Murryann (Annie) Reeves,
Tristan McGovern and Katrina Saunders

Case study: Journey Tracks Cultural Health and Wellbeing Program

Led by Vanessa Murdoch, Narrm Aboriginal Cultural Coordinator

The Journey Tracks Cultural Health and Wellbeing Program is a program for Indigenous young people, delivered by the Ngarrang Gulinjal Boordup team at EACH.

The program aims to engage, support and strengthen our local Aboriginal and Torres Strait Islander children and youth in their culture whilst focusing on health and wellbeing initiatives. Implemented in partnership with local schools, Koorie Engagement Support Officers, local Councils, and Aboriginal Community Controlled Health Organisations it is an integrated and highly collaborative model.

At the core of the program are the Aboriginal learning principles of health and wellbeing with connection to self, others, country and culture. The program's content focuses on developing strong cultural identity and connection to Community, which is vital to the health, social, and emotional wellbeing of Indigenous young people.

Key learning areas include:

- Cultural history, activities, and practices
- Building proud Aboriginal identities
- Developing student leadership
- Building collaborative partnerships
- Promoting social, emotional, cultural, and physical wellbeing

Through listening to the voices of the program participants who wanted to be involved in a leadership program, EACH in collaboration with Mullum Mullum Indigenous Gathering Place, Koorie Engagement Support Officers, Knox Council, Maroondah Council, Koorie Youth Council, Korin Gamadji Institute, Wanyara, Wurundjeri Elders and community members, developed a series of Cultural Leadership Days, called the Journey Tracks Youth Cultural Leadership Days. Participation from a variety of schools in the Knox and Maroondah LGA along with surrounding regions has seen students from years 5 through to 12 register to attend the workshops across the Cultural Leadership Days.

During the workshops, participants learn about the importance of connection to culture and identity, forming positive peer connections with other Indigenous youth, being advocates for their community and school, building leadership skills and knowledge, aspirations, and taking care of their health and wellbeing. They experience the privilege of hearing from Elders and other Indigenous guest speakers and witnessed Indigenous performers pay tribute to their culture.

Feedback from both participants and their families has been exceptionally positive with requests for further programs, services, and workshops.





Relationships

Building strong relationships based on respect, hope and empathy is at the heart of our mission at EACH. We recognise and respect the dignity of all people and the right to equitable access to resources and opportunities. With this comes a strong commitment to understand and hear the voices and perspectives of Aboriginal and Torres Strait Islander peoples and communities and to build strong, reciprocal and mutually beneficial relationships based on collaborating and sharing knowledge, skills and expertise. This in turn EACH believes will help drive the design and delivery of our services and supports.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Nov 2023	Executive Director Business Development, Innovation and Impact
	Review our engagement practices with Aboriginal and Torres Strait Islander stakeholders and organisations.	Jan 2024	Executive Director Business Development, Innovation and Impact
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May [2024, 2025]	Executive Director Communications, Engagement and Advocacy
	RAP Governance Committee members to participate in an external NRW event.	27 May - 3 Jun [2024, 2025]	Manager Organisational Development & Capability (I&D)
	Encourage and support staff and senior leaders to participate in at least (1) external event to recognise and celebrate NRW.	27 May - 3 Jun [2024, 2025]	CEO
	Organise at least one (1) NRW event each year.	27 May - 3 Jun [2024, 2025]	Executive Director Communications, Engagement and Advocacy
	Register all our NRW events on Reconciliation Australia's NRW website.	May [2024, 2025]	Executive Director Communications, Engagement and Advocacy
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	Oct 2023	Manager Organisational Development & Capability (I&D)
	Communicate our commitment to reconciliation publicly.	Oct 2023	Manager External Communications
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes by advocating for culturally safe service provision and service environments (sites).	Jan 2024	Executive Director Business Development, Innovation and Impact

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Collaborate with RAP organisations, Aboriginal Controlled Community Organisations (ACCO's), Aboriginal Controlled Community Health Organisations (ACCHO's) to develop innovative approaches to advance reconciliation (such as through partnering on research, advocacy or events).	Feb 2024	Executive Director Business Development, Innovation and Impact
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of Human Resources policies and procedures to identify existing anti-discrimination provisions, and future needs.	Jun 2024	Director Human Resources
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	May 2024	Director Human Resources
	Review EACH's Anti-Discrimination Policy.	Jun 2024	Director Human Resources
	Educate all staff and senior leaders on the prevalence and effects of racism on social, physical, spiritual and emotional wellbeing.	Feb 2024	Managers Organisational Development & Culture (I&D and L&D)
	Engage with Aboriginal and Torres Strait Islander staff to review EACH Equal Employment Opportunity policy in line with the two (2) year EACH policy review cycle.	Dec 2023	Manager Organisational Development and Culture (I&D)
	Continue to facilitate ongoing inclusion and diversity training for all staff.	Oct 2023	Managers Organisational Development & Culture (I&D and L&D)
	Communicate our commitment to a racism and discrimination free workplace.	Oct 2023	Managers Organisational Development & Culture (I&D and L&D)
	Support public campaigns against racism/ participation in the Australian Human Rights campaign, Racism. It Stops with Me. This includes National Close the Gap Campaign.	Dec [2023, 2024]	Executive Director Communications, Engagement and Advocacy
5. Ensure that all EACH Programs and services accessed by Aboriginal and Torres Strait Islander people will be inclusive, respectful, responsive and relevant, and informed by culturally safe practice frameworks.	Reflect on and identify priority areas where additional efforts to support engagement are required.	Dec 2023	Executive Director Operations
	Support the development of a culturally safe practice framework and network for all members to share best practice for culturally safe practice.	Dec 2023	Narrm Aboriginal Cultural Co-ordinator Regional Cultural Lead
	Partner with an Aboriginal and Torres Strait Islander organisation and/ or internal Aboriginal staff to facilitate an information session for operational staff on trauma informed care and healing.	Feb 2024	Regional Cultural Lead Narrm Aboriginal Cultural Co-ordinator



Respect

Respecting diversity and the lived experiences and cultures of our customers and staff are core Service Principles at EACH. Respecting Aboriginal and Torres Strait Islander cultures, histories, knowledge, languages and rights are critical for EACH in truly understanding and supporting communities, customers and staff. EACH also recognises the importance of trust in restoring health, hope and opportunity for Aboriginal and Torres Strait Islander peoples.

Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Review barriers to staff participating in cultural learning and experiences.	Feb 2024	Managers Organisational Development & Culture (I&D and L&D)
	Consult local Traditional Owners and Aboriginal and Torres Strait Islander advisors, staff and Aboriginal and Torres Strait Islander Consultants to inform our cultural learning strategy.	Dec 2023	Narm Aboriginal Cultural Co-ordinator Regional Cultural Lead
	Develop, implement, and communicate a cultural learning strategy document for our staff.	Mar 2024	Managers Organisational Development & Culture (I&D and L&D)
	Provide opportunities for RAP Working Group members, Wirri Girris and other key leadership staff to participate in formal and structured cultural learning.	Mar 2024	Executive Director Organisational Enablement
	Explore and create opportunities for staff to participate in local cultural immersion experiences.	Mar2024	Manager Organisational Development & Culture (I&D)
	Ensure new staff complete EACH's cultural awareness training within six (6) weeks of commencing employment at EACH.	Oct 2023	CEO
	Ensure our Volunteer Information Portal has accessible information on culturally safe practices.	Dec 2023	Director Human Resources
	Internally and externally (through social and other media channels) promote six (6) Aboriginal and Torres Strait Islander dates of significance annually.	Nov [2023, 2024]	Executive Director Communications, Engagement and Advocacy



Action	Deliverable	Timeline	Responsibility
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Continue to increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Oct 2023	Executive Director Communications, Engagement and Advocacy
	Review, update and communicate EACH's cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Mar 2024	Manager Organisational Development & Culture (I&D)
	Continue to invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Sept [2023, 2024]	Regional Cultural Lead Narrm Aboriginal Cultural Co-ordinator
	Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Aug 2023	CEO
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Develop an Aboriginal and Torres Strait Islander Staff Welcome Pack	Feb 2024	Executive Assistant/ Project Co-ordinator Operations Enablement Manager Organisational Development & Culture (I&D)
	RAP Governance Committee to participate in an external NAIDOC Week event.	First week in Jul [2024, 2025]	Manager Organisational Development & Culture (I&D)
	Review Human Resources policies and procedures to remove barriers to staff participating in NAIDOC Week and other significant cultural events.	Feb 2024	Director Human Resources
	Promote and encourage participation in external NAIDOC events to all staff and other significant cultural events.	First week in July [2024, 2025]	Executive Director Communications, Engagement and Advocacy



Opportunities

EACH recognises that Aboriginal and Torres Strait Islander staff will bring with them a wealth of experience, expertise, knowledge and skills that will inform, enrich and fundamentally improve the work EACH does. EACH also acknowledges that increased employment for Aboriginal and Torres Strait Islander peoples contributes to supporting Aboriginal self-determination. Proactively strengthening opportunities for Aboriginal and Torres Strait Islander peoples to participate in the work EACH undertakes through co design of services, employment and procurement are all key to achieving reconciliation at EACH.

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	Apr 2024	CEO
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Feb 2024	Director Human Resources
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders and include a link to EACH RAP in all internal and external job advertisements.	Nov 2023	Manager Talent Acquisition
	Review Human Resources and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Nov 2023	Director Human Resources
	Build understanding of progressive and effective Aboriginal and Torres Strait Islander recruitment approaches to inform future employment and professional development opportunities within EACH.	Nov 2023	Director Human Resources
	Engage with Aboriginal and Torres Strait Islander staff and external consultant to assist in developing our recruitment, retention and professional development strategy.	Nov 2023	Director Human Resources
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Mar 2024	Director Human Resources



Action	Deliverable	Timeline	Responsibility
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	Mar 2024	Director Infrastructure and Capital Projects
	Continue Supply Nation membership.	Aug 2024	Director Infrastructure and Capital Projects
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Nov 2023	Director Infrastructure and Capital Projects
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Nov 2023	Director Infrastructure and Capital Projects
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Aug 2024	Director Infrastructure and Capital Projects

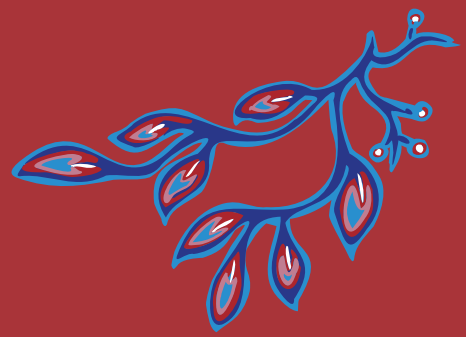


EACH Primary Health NAIDOC Awards



Governance

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Governance Committee (RWC) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RAP Governance Committee.	Oct 2023 Feb, May, Aug, Oct [2024] Feb, May Aug [2025]	RAP Governance Committee
	Establish and apply a Terms of Reference for the RAP Governance Committee.	Sept 2023	Executive Sponsors
	Meet at least four (4) times per year to drive and monitor RAP implementation.	Oct 2023 Feb, May, Aug, Oct [2024] Feb, May, Aug [2025]	Executive Sponsors
12. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	Sept 2023	Executive Sponsors
	Engage our senior leaders and other staff in the delivery of RAP commitments.	Oct 2023	CEO
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Oct 2023	Executive Assistant / Project Coordinator Organisational Enablement
	Appoint and maintain internal RAP Champions from senior management.	Sept 2023	RAP Governance Committee
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss important RAP correspondence.	June annually [2024, 2025]	Executive Sponsors
	Hold an Annual Forum for EACH Indigenous staff and Wirri Girris (Champions) to network and review EACH's RAP progress.	Mar [2024, 2025]	Manager Organisational Development & Culture (I&D)
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	Sept Annually [2024, 2025]	Executive Sponsors
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Sept annually [2024, 2025]	Executive Sponsors



Action	Deliverable	Timeline	Responsibility
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Report RAP progress to all staff and senior leaders quarterly.	Dec 2023 Mar, Jun, Sept, Dec [2024] Mar, Jun [2025]	Executive Director Communications, Engagement and Advocacy
	Publicly report our RAP achievements, challenges and learnings, annually.	Oct [2024, 2025]	Executive Director Communications, Engagement and Advocacy
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Jun 2024	Manager Organisational Development & Culture (I&D)
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Oct 2025	Manager Organisational Development & Culture (I&D) Executive Assistant / Project Coordinator Organisational Enablement
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Apr 2025	Executive Assistant / Project Coordinator Organisational Enablement





Contact details

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Launching the RAP artwork in QLD



Rocko Langton
revealing the
EACH RAP
artwork



Totems painted by local
community for EACH Child



The Indigenous Community GP Clinic launch

The background is a solid dark red color. Overlaid on this are two large, abstract shapes composed of many small, light brown dots. One shape is in the upper left corner, and the other is in the lower right corner, both pointing towards the center where the text is located.

each

Everyone has the power to live well.