

INNOVATE

RECONCILIATION ACTION PLAN
DARLING DOWNS AND WEST MORETON PHN

RAP

OCTOBER 2024 | OCTOBER 2026

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DARLING DOWNS
AND WEST MORETON
An Australian Government Initiative


RECONCILIATION
ACTION PLAN
INNOVATE

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ACKNOWLEDGEMENT OF COUNTRY

We acknowledge Aboriginal and Torres Strait Islander peoples as the Custodians of this land, the region we know as Darling Downs and West Moreton. We pay our respects to Elders past, present and emerging, and commit to a future with reconciliation and renewal at its heart.

We recognise that the concepts of land, family and spirituality are directly linked to Aboriginal and Torres Strait Islander peoples' physical, mental, social, spiritual and cultural wellbeing. We respectfully acknowledge the resilience and wisdom of Aboriginal and Torres Strait Islander peoples as some of the world's longest lasting cultures and recognise our responsibility to contribute towards a more equitable and culturally safe primary care system.

Referencing the AIATSIS Map of Indigenous Australia, we would like to particularly acknowledge the following Countries across which our region spans:

- | | |
|--|---|
|  Barunggam |  Kamilaroi |
|  Bigambul |  Keinjan |
|  Giabal |  Ugarapul |
|  Iman (Yiman) |  Wakka Wakka |
|  Jagera |  Yuggera |
|  Jarowair | |

A MESSAGE FROM OUR CEO AND BOARD CHAIR

In a time for deep reflection on our relationship with the original inhabitants of this land, Darling Downs and West Moreton PHN has made a commitment to ensuring the Aboriginal and Torres Strait Islander peoples in our region continue to have a voice in their healthcare.

It is in this spirit that we present our second Innovate Reconciliation Action Plan.

Darling Downs and West Moreton PHN works across the whole health system. We enable a healthier community through easier access to excellent healthcare, closer to home. Our role in the health system is to both support primary health — the healthcare people seek first in their community, such as GPs, pharmacies and allied health professionals — as well as work with our partners to ensure the right care is there for those who need it most.

We recognise that Aboriginal and Torres Strait Islander peoples and communities continue to experience poorer health outcomes than other Australians, and our responsibility in improving this is two-fold.

Firstly, we support the commissioning of services — either directly or through funding in community — to enable equitable health and wellbeing for priority populations such as Aboriginal and Torres Strait Islander peoples.

Secondly, we recognise that intergenerational trauma and the history of dispossession, colonisation, discrimination and disadvantage faced by Aboriginal and Torres Strait Islander peoples continues to have a real impact, and that this is particularly true in rural and remote areas. We work with primary care providers across our region to improve the quality and provision of services and ensure they are delivered within a framework of cultural safety.

This RAP reinforces our intention to work with the local community and stakeholders to continue to improve health outcomes for Aboriginal and Torres Strait Islander peoples and provides our PHN with a roadmap to move towards a tangible difference in health standards.

We are not experts in the experiences of Aboriginal and Torres Strait Islander peoples. We must listen, we must learn and we must support self-determination in healthcare.

The PHN's Board, Executive Team and staff have committed through the RAP process to continue the journey of reconciliation and we are unwavering in our resolve.

LUCILLE CHALMERS

DR TONY BAYLISS



LUCILLE CHALMERS

Chief Executive Officer
Darling Downs and West Moreton PHN



DR TONY BAYLISS

Board, Chair
Darling Downs and West Moreton PHN

OUR VISION FOR RECONCILIATION

Darling Downs and West Moreton PHN's vision for reconciliation is for Aboriginal and Torres Strait Islander people to have equal access to high quality primary healthcare and improved health and wellbeing.

OUR APPROACH

To do this, we will:

- Empower voices and foster partnerships that influence sustainable change by incorporating the knowledge, traditions, customs and values of Aboriginal and Torres Strait Islander communities in the work that we do.
- Lead by example in the primary healthcare community and provide support and education to stakeholders and organisations who look to improve cultural safety and understanding.
- Acknowledge the history and experiences of colonisation for Aboriginal and Torres Strait Islander communities in the Darling Downs and West Moreton region.
- Support Aboriginal and Torres Strait Islander peoples communities and organisations to be self-determining in their health and wellbeing.
- Grow partnerships with Aboriginal and Torres Strait Islander communities, including Aboriginal Community Controlled Health Organisations (ACCHOs) through active and ongoing engagement.

Image: PHN staff participate in a Smoking Ceremony
Credit: Darling Downs and West Moreton PHN



TRIBAL CUSTODIAN'S MESSAGE

Reconciliation is about sharing. It's about walking together to showcase Indigenous culture in celebrating and embracing Country and the old ways.

The story of Bunya Country is a story of sharing; on a tri-annual basis, delegates from many mobs would travel vast distances, following songlines and star maps to converge and meet in the Bunya Country. These gatherings served more than just a big feed of nuts: marriages were arranged, strengthening alliances via kinship; resources were traded; disputes settled; story and ceremony shared.

Preservation of the story of Bunya Country is all about sharing and observation of cultural obligations. There is much work to do in assisting the resurrection of culture and practise, to repatriate connection and stories of Country, so we must spend the time to once again sit in circles together, to listen and to share.

A reconciled future requires taking the time to understand history, and our experiences, its effects and our situation now, enabling us to walk forward together and celebrate Indigenous culture together.



SHANNON BAUWENS

Tribal Custodian of the
Wakka Wakka Nation

AN INNOVATIVE APPROACH TO CULTURALLY SAFE HEALTHCARE

Goondir's Virtual Health Service (VHS) program is an enhanced model of care that provides a proactive approach in monitoring and analysing vital signs of high-risk chronic clients remotely utilising monitoring devices.

Within the program, health vitals such as blood pressure, blood sugar, blood oxygen and weight are monitored and clinically triaged remotely, enabling better chronic disease management for clients living in rural Queensland.

Through VHS, Goondir is bringing culturally safe virtual healthcare to more than 200 Aboriginal and Torres Strait Islander clients with chronic conditions across a service region of 72,000 km². Clients can take their health vitals on the devices in their comfort of their home and understand their health information which is monitored by their healthcare team. Whenever needed, the healthcare team can make contact via video call, phone, or an in-person appointment.

Goondir's previous Virtual Health Services Manager, Bittu Ann Cherian, said that culturally and emotionally safe client experiences are at the heart of the program.

"For our mob, Virtual Health Services has been a big change to their normal health routines. Goondir ensured to address all queries clients had and we held community meetings to demonstrate the devices and explain the processes which helped us remove any fear" said Ann.

VHS program is aligned and integrated into Goondir's clinic routine, so clients are well supported no matter which staff member they receive care from.

"The PHN has been extremely supportive in providing funding for the program. Evaluation done by UQ-COH found that more than 90% of clients wanted to continue with the service".

Goondir's VHS program is demonstrating that innovative technology and culturally safe care can coexist to deliver ideal healthcare experiences.



LEARNING AND REFLECTING: KNOWING OUR LOCAL HISTORY

As part of our PHN's reconciliation journey, our staff are given opportunities to immerse themselves in learning about our region's history.

In late 2023, members of the Reconciliation Working Group (RAP) and the PHN's leadership team visited the Ration Shed Museum in Cherbourg.

The Ration Shed Museum showcases photos, stories and artworks shared by Aboriginal Peoples who have lived in Cherbourg. It is a place of hope and positive community spirit, which has been forged through years of adversity.

PHN staff were grateful for the opportunity to see and experience the past and present of the largest Aboriginal community in South East Queensland.

“

It was interesting to learn about the community's rich culture, yet moving to hear first-hand about the pain Elders endured in Cherbourg.

The day provided context as to why we are doing a RAP. It's important to acknowledge our history and how it shapes contemporary Australia so that we can move forward as one.

”

The visit to the Ration Shed Museum was an important step towards improving our organisation's cultural understanding so we can influence sustainable change informed by the knowledge, traditions and values of Aboriginal and Torres Strait Islander peoples.



OUR BUSINESS

Darling Downs and West Moreton PHN is one of 31 primary health networks around Australia.

Our role in the health system is to both support primary health – the healthcare people seek first in their community, such as GPs, pharmacies and allied health professionals – as well as work with our partners to ensure the right care is there for those who need it most.

Our region is large, around 90,000 km², and we cover urban, regional, rural and remote areas with some of the highest population growth in Australia.

While our focus is primary care, we collaborate across the whole system to enable our communities to have access to excellent healthcare, closer to home.

We work across local, state and Australian government boundaries, collaborating with our Hospital and Health Service partners – West Moreton Health and Darling Downs Health – to interweave health services and operate with a single system mindset.

We also work closely with Aboriginal Community Controlled Health Organisations in our region: Carbal Medical Services, Cherbourg Regional Aboriginal and Islander Community Controlled Health Services (CRAICHS), Goolburri Health Advancement Corporation, Goondir Health Services and Kambu Aboriginal and Torres Strait Islander Corporation for Health.

Where needed, we commission additional services in our region, to enable equitable health and wellbeing for priority populations such as Aboriginal and Torres Strait Islander people, children and young people, older people, people with disability, multicultural populations and LGBTIQ+ communities.



OUR RECONCILIATION JOURNEY

Darling Downs and West Moreton PHN commenced our formal journey to reconciliation in 2019 with the development and delivery of our Reflect Reconciliation Action Plan (RAP). The Reflect RAP saw the PHN take our first critical steps towards reconciliation, with the intention to:

- be curious about reconciliation and what it means for our PHN
- improve internal cultural understanding
- re-define how the PHN considers the needs of Aboriginal and Torres Strait Islander peoples within a commissioning context.

Our journey progressed with our most recent Innovate RAP 2021-2023. Through this work, our PHN has established a strong governance structure comprised of a Steering Committee and RAP Working Group (RAPWG). The Steering Committee meets quarterly to provide guidance and oversight, and includes representation from our Board of Directors, Senior Leadership Team, identified members of staff, and some RAPWG members. The RAPWG meets monthly to track and report progress on our RAP actions and is made of 13 staff members from all levels and teams of the PHN. One RAPWG member identifies as Aboriginal. Since the launch of our last RAP, we have established processes and protocols to ensure Aboriginal and Torres Strait Islander peoples are appropriately acknowledged at all meetings, events and written communication. These measures have given staff the knowledge and confidence to improve cultural safety across the organisation.

There has been a strong focus on ensuring PHN staff have access to engage with key cultural events, such as National Reconciliation Week and NAIDOC Week, as well as opportunities to be exposed to cultural activities. This has included staff participating in weaving workshops, smoking ceremonies and bush tukka presentations from local Aboriginal and Torres Strait Islander peoples. We have also ensured that all staff receive cultural awareness training on a regular and consistent basis. At the local service provider level, we have engaged with several Aboriginal and Torres Strait Islander health services commissioned by our PHN to have a representative come and speak to the staff about the key challenges facing communities. These discussions continue to spark conversations among the staff at our PHN.

The PHN also created an additional identified position to continue to support primary healthcare services in the region to be more culturally safe. While some cultural immersion and learning activities for staff were impacted by the COVID-19 pandemic, the continued commitment and support for the reconciliation process from executives and the Board showcases the organisation’s dedication.

To develop our 2024-26 Innovate RAP, we have spent significant time reflecting on what we have learnt over the past 12 months. We face challenges on our reconciliation journey including the varied level of knowledge that our staff have about the history and impact of colonisation. On our journey we will provide information of our region, including the historical and more recent significant achievements of Aboriginal and Torres Strait Islander peoples in our community. We acknowledge that we still have a long way to go as an organisation, and the journey to reconciliation will never really be complete.

Our 2024-26 Innovate RAP is the next building block to driving sustainable change at the Darling Downs and West Moreton PHN to ensure cultural inclusion, fairness and recognition is realised in all of our activities.

As we transition to this next phase of the RAP journey, there will be a stronger focus on ensuring we are building meaningful partnerships with Aboriginal and Torres Strait Islander communities and stakeholders. Building on the work achieved to date, we have laid the foundation for building a more culturally aware and inclusive workforce, which will have flow-on effects for the work we do in community.



RAP STEERING COMMITTEE

Lucille Chalmers Chief Executive Officer	Lizzie Adams Board Member	Professor Lauren Ball Board Member
Amy Wilson Director Priority Populations (Chair)	Kate McLoughlin Executive Director Strategy and Operations	Erica Newman Communications Coordinator



OUR RAP WORKING GROUP

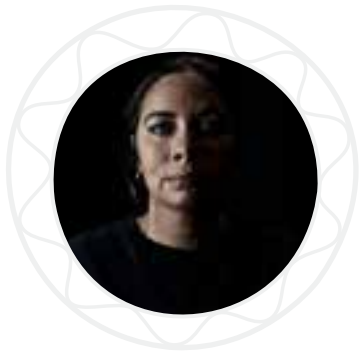
Amy Wilson Director Priority Populations (Chair)	Lisa Rossington Community Engagement Coordinator	Maryellen Muller Primary Care Liaison Officer
Kate McLoughlin Executive Director Strategy and Operations	Renata Danisevska Digital Health Coordinator	Melissa Gampe Reporting and Compliance Coordinator
Louise Litchfield Director Stakeholder Engagement and Communications	Max Millis Communications Officer	Michelle Canning Coordinator Aged Care
	Erica Newman Communications Coordinator	

*Bolded members identify as Aboriginal and/or Torres Strait Islander.

OUR ARTWORK

Darling Downs and West Moreton PHN commissioned Danielle Leedie Gray — local artist, illustrator, graphic designer and a proud First Nations woman — to develop a bespoke piece of artwork to illustrate the PHN's commitment to reconciliation.

PHN staff were consulted throughout the process to inform how the piece reflects our purpose, knowledge and relationships.



DANIELLE LEEDIE GRAY

Artist, Illustrator, Graphic Designer
and Proud First Nations Woman



Circles of Care and Connection - By Danielle Leedie Gray

ARTWORK STORY

Circles of Care and Connection visualises the essential links between community, health, and cultural values through a series of interconnected circles and motifs. The concentric circles represent key priorities such as Aboriginal and Torres Strait Islander Health, Aged Care, Mental Health, Alcohol and Drugs, Digital Health, and Population Health. Each circle is decorated with unique patterns—waves, dots, cogwheels, and sun symbols—that embody cultural ties, stories, reflection, pathways to recovery, energy, and collaboration.

Lines and dots weave through these circles, illustrating the continuous flow of communication, shared effort, and interconnected support across all sectors of community health.

These interconnected motifs highlight the importance of unity and cooperation in fostering wellbeing and resilience.

Surrounding the circles are hills symbolising core community values—Accountability, Collaboration, Respect, Innovation, Transparency, and Integrity—underscoring the moral foundation guiding community wellness. The artwork celebrates unity, cultural continuity, and collective responsibility, demonstrating how diverse efforts harmoniously come together to nurture community health and resilience.

Hill - Value: Innovation

- Signifying creativity and forward-thinking.

Concentric circle - Priority: Mental Health

- Patterns (cog,dots) symbolise reflection, mental clarity, and interconnectedness, emphasising the importance of mental well-being and support.

Person

Concentric circle - Priority: Aboriginal and TSI Health

- Symbol (people) signifies collaboration,community, and interconnectedness.
- Pattern (wave and line) illustrate the flow of connections, representing cultural ties and the significance of unity and continuity.

Concentric circle - Attention to the basics

- Patterns - elements of nature (water) symbolise fluidity, clarity and the importance of details.
- Circles represent wholeness and unity, emphasising the importance of seeing how basics come together to form a complete picture.

Hill - Value: Accountability

- Symbolising responsibility and trustworthiness.

Hill - Value: Collaboration

- Representing unity and collective effort.



Hill - Value: Transparency

- Symbolising honesty and openness.

Hill - Value: Integrity

- Reflecting moral direction and ethical values.

Concentric circle - Digital Health

- Pattern (sun, dots, and wavy lines) symbolise energy, connection, and dynamic flow, representing innovation, accessibility, and the transformative power of digital health solutions.

Concentric circle - Population Health

- Patterns - (wavy lines and straight lines in between) represent collaboration, coordination, and the dynamic movement of health professionals working together to provide comprehensive care.

Concentric circle - Health Workforce

- Patterns - (arrows, wavy lines with dots in between, and dots) illustrate movement, collaboration, and the interconnected efforts of health professionals working together to support community well-being.

Concentric circle - Priority: Alcohol and Drugs

- Patterns (cross-hatching, wavy lines with dots) - interconnected challenges and pathways to recovery, emphasising awareness, support, and healing.

Hill - Value: Respect

- Embodying reverence and honour.



RELATIONSHIPS

Through strong relationships, shared experiences, stories and leadership, Darling Downs and West Moreton PHN works with the Aboriginal and Torres Strait Islander stakeholders and consumers to develop long-term and sustainable solutions to health challenges within their community.

Evidence shows that Aboriginal and Torres Strait Islander People are accessing mainstream services in our region, therefore as part of our core business we need build strong relationships across all communities and improve equitable access to healthcare. Our Aboriginal and Torres Strait Islander Health Strategy provides the roadmap to strengthening our partnerships to ensure we are investing our resources to make the most positive impact.

OUR FOCUS

To work with communities in the Darling Downs and West Moreton region to build understanding and develop local solutions to improve health and wellbeing for Aboriginal and Torres Strait Islander peoples.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Review and implement our engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2024	Lead: Director Aboriginal and Torres Strait Islander Health Support: Stakeholder Engagement and Communication
	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	October 2024	Lead: Director Aboriginal and Torres Strait Islander Health
	Identify and develop specific Elder Groups in our regions.	October 2024	Lead: Community Engagement Coordinator
	Implement engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	April 2025, April 2026	Lead: Executive Director Primary Care and Integration
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	April 2025, April 2026	Lead: Communications Coordinator
	Encourage and support all staff including senior leaders to participate in at least one external event to recognise and celebrate NRW.	May - June 2025, May - June 2026	Lead: Executive Director Strategy and Operations
	RAP Working Group members to participate in an external NRW event (27 May - 3 June 2025 & 2026).	May - June 2025, May - June 2026	Lead: Chief Executive Officer
	Organise at least one NRW event each year.	May - June 2025, May - June 2026	Lead: Director Stakeholder Engagement and Communications
	Register all our NRW events on Reconciliation Australia's NRW website.	May - June 2025, May - June 2026	Lead: Communications Officer



RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Align and implement organisational strategies to engage all staff in reconciliation.	December 2024	Lead: Executive Director Strategy and Operations
	Communicate our commitment to reconciliation publicly. This includes Acknowledgement Statement on our website and all printed and electronic communication, on all position descriptions and in all speaking points at both internal and external events.	October 2024	Lead: Director Stakeholder Engagement and Communications
	Through the PHN's Aboriginal and Torres Strait Islander Health Strategy, explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	February 2025	Lead: Director Aboriginal and Torres Strait Islander Health
	Develop and promote a calendar of all significant days to ensure all staff are aware of the importance and relevance of the day. This includes maintaining a calendar for Intranet and Website.	January 2025, January 2026	Lead: Communications Officer
	Through our Aboriginal and Torres Strait Islander Health Strategy, and our role in local Health Equity programs, collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	October 2024, October 2025	Lead: Director Aboriginal and Torres Strait Islander Health
	Support our partner organisations to develop their own RAP or Aboriginal and Torres Strait Islander Engagement Strategy.	September 2025	Lead: Executive Director Primary Care and Integration
	Provide all new staff with an induction (include in manual) to the RAP and our PHN's commitment to reconciliation within two weeks of their commencement.	October 2024, October 2025, October 2026	Lead: Senior Finance and HR Coordinator
	Host three lunch and learn sessions per year on Aboriginal and Torres Strait Islander culture/health campaigns. Invite speakers to present at staff wide workshops.	February, June, September 2025, February, June, September 2026	Lead: Community Engagement Coordinator



RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to confirm policies meet contemporary expectations and legislation and to identify existing anti-discrimination provisions, and future needs.	April 2026	Lead: Senior Finance and HR Coordinator
	Review and communicate the anti-discrimination policy for our organisation.	April 2025, April 2026	Lead: Executive Director Strategy and Operations
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to conduct a review of our anti-discrimination policy.	April 2025, April 2026	Lead: Director Aboriginal and Torres Strait Islander Health
	Educate all staff and the Board on the effects of racism. This is to be included in all staff-wide workshops.	October 2024, March, October 2025, March 2026	Lead: Education Coordinator
	Ensure that the Aboriginal and Torres Strait Islander community members are represented on panels for relevant permanent positions, identified and non-identified.	October 2024, October 2025	Lead: Executive Director Strategy and Operations
	Host an annual screening of an Aboriginal and/or Torres Strait Islander film – creative or documentary – and facilitate a discussion following the film utilising the associated resources.	May 2025, May 2026	Lead: Director Stakeholder Engagement and Communications
	Ensure a work environment where there is no tolerance for racism including a procedure for disciplinary action when racism is identified.	October 2024, October 2025	Lead: Chief Executive Officer



RESPECT

Darling Downs and West Moreton PHN commits to continue to encourage staff and stakeholders to reflect on history and culture to build greater awareness, understanding and respect for Aboriginal and Torres Strait Islander peoples' histories and experiences. Through reflection on the past, we can influence how we choose to move forward in the spirit of reconciliation.

As an organisation, we listen to and value the expertise of our stakeholders, including Aboriginal and Torres Strait Islander community representatives, healthcare professionals and people with lived experience. We come to the table as partners, building on our strengths and collaborating to deliver sustainable and meaningful change.

The PHN is focused addressing health equity issues in our region, and this includes the experience of Aboriginal and Torres Strait Islander people in our primary healthcare setting. We encourage our staff and stakeholders to extend their knowledge about Aboriginal and Torres Strait Islander history and culture, explore how attitudes and values can influence perceptions, assumptions, and behaviours in a clinical setting, and discuss specific ways to be more culturally aware.

OUR FOCUS

Provide opportunities for staff and stakeholders to improve their cultural understanding.

Action	Deliverable	Timeline	Responsibility
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct initial assessment at induction then conduct a bi-annual review of cultural learning needs within our organisation.	November 2024, April, November 2025 April 2026	Lead: Senior Finance and HR Coordinator
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy. Work with Elders to identify relevant training.	October 2024	Lead: Community Engagement Coordinator
	Develop, implement and communicate a cultural learning strategy for our staff.	February 2025	Lead: Executive Director Strategy and Operations
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	January 2025, January 2026	Lead: Executive Director Strategy and Operations
	Working with local Elders, develop key language words and pronunciation for our PHN signage, publications and introductions.	December 2024	Lead: Community Engagement Coordinator



RESPECT

Action	Deliverable	Timeline	Responsibility
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	August 2025	Lead: Director Aboriginal and Torres Strait Islander Health
	Implement and communicate a cultural protocol document, including protocols for Welcome to Country, Acknowledgement of Country, Mens/Womens and Sorry Business. Develop internal protocols of engagement with respect to Elders.	October 2024	Lead: Executive Director Strategy and Operations
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	October 2024, October 2025, October 2026	Lead: Community Engagement Coordinator Support: Communications Coordinator
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	October 2024, October 2025, October 2026	Lead: Director Stakeholder Engagement and Communications
	Investigate opportunities to use local language where needed and provide pronunciation training for all staff.	May 2025	Lead: Community Engagement Coordinator
	Encourage all staff to celebrate culturally significant dates/holidays through internal and external activities.	July 2025, July 2026	Lead: Director Stakeholder Engagement and Communications
	Enable Aboriginal and Torres Strait Islander staff to attend culturally significant holidays and Sorry Business.	October 2024	Lead: Executive Director Strategy and Operations



Action	Deliverable	Timeline	Responsibility
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Promote and encourage participation of all staff to in external NAIDOC Week events in their respective region/areas where appropriate.	July 2025, July 2026	Lead: Chief Executive Officer Support: Executive Director Strategy and Operations
	Communicate HR policies and procedures to remove barriers to staff participating in NAIDOC Week, review annually.	May 2025, May 2026	Lead: Senior Finance and HR Coordinator
	Provide opportunities for PHN staff to increase knowledge through internal NAIDOC Week educational activities as well as commissioned and primary care activities.	July 2025, July 2026	Lead: Director Aboriginal and Torres Strait Islander Health
4. Demonstrate respect to Aboriginal and Torres Strait Islander PHN staff through consultation and communication.	Develop a formal process for consulting Aboriginal and Torres Strait Islander PHN staff and ensure role clarity.	September 2025	Lead: Senior Finance and HR Coordinator
	Consult, inform and include Aboriginal and Torres Strait Islander PHN staff in PHN commissioned and funded events that may be relevant to the Aboriginal and Torres Strait Islander community.	October 2024, March 2025, October 2025, March 2026	Lead: Executive Director Primary Care and Integration
	Consult, inform and include Aboriginal and Torres Strait Islander PHN staff in the development and procurement of internal staff cultural training.	October 2024	Lead: Executive Director Strategy and Operations



Darling Downs and West Moreton PHN is committed to ensuring Aboriginal and Torres Strait Islander peoples have access to high-quality primary healthcare. We will continue to collaborate and partner with communities and health services to develop locally led solutions and initiatives that promote and provide opportunities for health and wellbeing.

Our PHN invests our efforts and resources where they are needed most and will make the biggest difference. We are agile and responsive; we are innovative and willing to push the boundaries in the pursuit of better solutions. We work closely with the Aboriginal and Torres Strait Islander community to change the way we do business and to enable and foster self-determination in health decision making.

OUR FOCUS

Provide a local voice that advocates for high quality primary healthcare for Aboriginal and Torres Strait Islander peoples.

Action	Deliverable	Timeline	Responsibility
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy	October 2024	Lead: Executive Director Strategy and Operations
	Develop a strategy for Aboriginal and Torres Strait Islander identified positions within PHN teams, including the role of traineeships, role of induction and team champions.	March 2025	Lead: Senior Finance and HR Coordinator
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. Consider opportunities within commissioned and primary care services.	October 2024	Lead: Executive Director Strategy and Operations
	Develop a formal process to promote job vacancies through appropriate channels to effectively reach Aboriginal and Torres Strait Islander peoples.	March 2025	Lead: Executive Director Strategy and Operations
	Conduct annual review of HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	October 2024, October 2025	Lead: Senior Finance and HR Coordinator
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce, including identified positions across the organisation.	October 2026	Lead: Executive Director Strategy and Operations
	Provide ongoing monitoring of policies and procedures to identify any provisions that may disadvantage Aboriginal and Torres Strait Islander peoples, and ensure future work considers a proactive and affirmative action for Aboriginal and Torres Strait Islander peoples.	October 2024, October 2025	Lead: Senior Finance and HR Coordinator
	Implement and maintain an Aboriginal and Torres Strait Islander supplier register and communicate to staff and stakeholders.	March 2025	Lead: Executive Director Strategy and Operations



OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Maintain commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	March 2025	Lead: Director Aboriginal and Torres Strait Islander Health
	Review PHN contracts and include a statement that supports employment of Aboriginal and Torres Strait Islander peoples.	August 2025	Lead: Executive Director Strategic Commissioning
	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	March 2025	Lead: Executive Director Strategy and Operations
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	March 2025	Lead: Executive Director Strategy and Operations
3. Encourage service providers to increase outcomes for Aboriginal and Torres Strait Islander peoples.	Encourage stakeholders to recruit, support and train Aboriginal and Torres Strait Islander staff. Include statements in our service provider contracts.	August 2025	Lead: Executive Director Strategic Commissioning
	Amend funded providers reporting templates to include data about the number of Aboriginal and Torres Strait Islander staff.	August 2025	Lead: Contract Administration Coordinator
	Convene with Aboriginal and Torres Strait Islander stakeholders to improve collaboration and consultation for the Aboriginal and Torres Strait Islander Strategy.	May 2026	Lead: Executive Director Primary Care and Integration
4. Encourage stakeholders to take collaborative approaches to improve the health outcomes of Aboriginal and Torres Strait Islander peoples.	Maintain the number of Aboriginal and Torres Strait Islander Clinical Council and CAC members and consult on the development of an Aboriginal and Torres Strait Islander CAC.	May 2026	Lead: Director Stakeholder Engagement and Communicatoins
	Work with Aboriginal and Torres Strait Islander health organisations to share data to enhance our regional Health Needs Assessment and digital health literacy.	May 2026	Lead: Director Digital Transformation, Performance and Evaluation
5. Investigate affirmative study opportunities for Aboriginal and Torres Strait Islander peoples.	Provide opportunities to support Aboriginal and Torres Strait Islander people in health-related courses with a scholarship program.	October 2024	Lead: Executive Director Primary Care and Integration
	Investigate opportunities with tertiary institutions for development of placement opportunities for Aboriginal and Torres Strait Islander peoples.	December 2024	Lead: Executive Director Primary Care and Integration



OUR FOCUS

Embed our Reconciliation Action Plan across all levels of Darling Downs and West Moreton PHN to deliver on our commitments.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain an effective RAP Working group (RAPWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RAPWG.	October 2024, October 2025, October 2026	Lead: Director Priority Populations
	Review Terms of Reference for the RWG and update if required.	October 2024	Lead: Director Priority Populations
	Meet quarterly for strategic oversight and monitoring, and monthly to drive RAP implementation.	December 2024, March, June, September, December 2025, March, June, September 2026	Lead: Executive Director Strategy and Operations
	Encourage open door policy for RAP meetings and invite all staff to attend the meetings as guests.	December 2024, March, July, September, December 2025, March, July, September 2026	Lead: Executive Director Strategy and Operations
	Develop an ongoing recruitment strategy for the RAP annual membership drive.	January 2025, January 2026	Lead: Communication Coordinator

Action	Deliverable	Timeline	Responsibility
2. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	October 2024	Lead: Executive Director Strategy and Operations
	Engage our senior leaders and other staff in the delivery of RAP commitments.	October 2024, July 2025, July 2026	Lead: Chief Executive Officer
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	October 2024	Lead: Director Digital Transformation Performance
	Appoint and maintain an internal RAP Champion from senior management.	October 2024	Lead: Chief Executive Officer
3. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	Lead: Performance and Evaluation Coordinator
	Report RAP progress to all staff and senior leaders quarterly.	December 2024, March, June, September December 2025, March June 2026	Lead: Director Priority Populations
	Publicly report our RAP achievements, challenges and learnings, annually.	December 2024, December 2025	Lead: Director Stakeholder Engagement and Communications
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026	Lead: Performance and Evaluation Coordinator



GOVERNANCE

Action	Deliverable	Timeline	Responsibility
	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Lead: Director Aboriginal and Torres Strait Islander Health
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey	1 August annually	Lead: Director Aboriginal and Torres Strait Islander Health
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	October 2026	Lead: Director Aboriginal and Torres Strait Islander Health
4. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	February 2026	Lead: Director Priority Populations



For enquiries about Darling Downs and West Moreton PHN's Innovate RAP, please contact:

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