# Women’s Health Grampians

## Innovate Reconciliation Action Plan

### February 2024 - February 2026

#### About the artist

Tanisha Lovett is a proud Gunditjmara and Wotjobaluk woman who has lived between Stawell, Halls Gap and Horsham throughout her life. Tanisha has worked closely with her Aboriginal and Torres Strait Islander community with community engagement. Tanisha also has a passion for creating artworks to help educate others about her culture and brighten up people’s homes and businesses.

#### About the artwork

In the middle of the artwork is a gathering of people of different skin shades and backgrounds. Around them are dots that represent peers, family, support people and community members. Actions that individual people make affect the people around us so we try our best to make a positive impact in people’s lives. Coming together to build each other up.

Different skin shaded hands come together to unite together. Around them are people travelling and sitting together. As history has shown we can work in small groups to begin with and then we can grow to bigger things.

The outer layer of design represents land, waterways, journeys, stories in our stars, business of our everyday lives and Bunjil looking over us during these times

## Acknowledgement of Country

Women’s Health Grampians acknowledges Aboriginal and Torres Strait Islander peoples as Australia’s First Peoples and the Traditional Owners of the lands, waterways and skies where we live, work and play.

We acknowledge and pay our respects to the Traditional Custodians of the lands across the Gariwerd/Grampians region: the Wadawurrung, Dja Dja Wurrung, Djab Wurrung, Wurundjeri, Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagulk Peoples.

We recognise the strength and courage of Aboriginal women and girls in our communities who bravely speak up against oppression and the consequences of colonisation and generously share their wisdom on family, country and culture.

We celebrate that this is the oldest continuous living culture in the world, and that sovereignty was never ceded. This always was, and always will be, Aboriginal land.

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## A message from Karen Mundine, Chief Executive Officer, Reconciliation Australia

Reconciliation Australia commends Women’s Health Grampians on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for Women’s Health Grampians to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Women’s Health Grampians will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program’s framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

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. Women’s Health Grampians is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Women’s Health Grampians’ readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia’s reconciliation journey.

Congratulations Women’s Health Grampians on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine, Chief Executive Officer, Reconciliation Australia**

## A message from Women’s Health Grampians’ Chair and CEO

Women’s Health Grampians is very proud to be launching our Reconciliation Action Plan (RAP), and as we look toward the future we feel steadfast in our commitment to reconciliation and optimistic about what the collective future will bring. The plan has been several years in development, but we believe this extended journey has deepened and strengthened not only the content of the plan, but also the understanding, capacity and commitment of our staff and Board. We feel confident that the goals and actions of this document are well understood and endorsed by all who will engage in undertaking them.

The RAP, like all of WHG’s work, is about social change and addressing inequity and discrimination. Our work in prevention of gendered violence and gender equality must be authentic and all inclusive, calling out discrimination, disrespect and bias in all their facets. Underpinning this is a commitment to self determination for First Nations women. In developing this plan, we have sought to consult widely with First Nations women across the beautiful, sacred and unceded lands we work on and to amplify their voices.

We embarked on our RAP just as we completed our 2022-26 Strategic Plan, which allowed us to translate the outcomes we set around decolonisation and reconciliation into the RAP, and to deeply integrate this within our ways of work and other pieces of work and activities that sit under and alongside it. This RAP and our Strategic Plan are very intentionally mutually reinforcing. Our Reconciliation Action Plan is action-focussed and meaningful, not just aspirational. With each statement we asked – what will that look like? How will we be accountable, and demonstrate that we are achieving this goal? The implementation of the plan requires us to embed this approach deeply in our work and practice, ever mindful of the need for truth telling, and education based on Traditional and cultural knowledge and lived experience.

It is our sincere hope that the RAP provides a framework for transformational change within our organisation, and beyond, in terms of increasing First Nations representation and leadership amongst our staff and Board through a culturally safe environment and empowering ways of working. We also collectively share a vision that this change extends beyond reconciliation and into the systemic and structural barriers towards decolonisation.

**Shani Cain, Chair of Women’s Health Grampians**

**Marianne Hendron, CEO of Women’s Health Grampians**

## Our vision for reconciliation

Our Vision for Reconciliation is for our work to make a genuine difference to the lives of First Nations women in the Gariwerd/Grampians region.

We will place self-determination at the centre of our partnership work with First Nations partners and our planning and activities will be informed by the wisdom and knowledge generously shared by First Nations women and girls who bravely speak up against oppression and the consequences of colonisation.

We will listen, learn and work in partnership with First Nations peoples to build systems of inclusion.

We seek a future of respect and equality for all, and we stand in solidarity with First Nations women and communities across the Grampians region.

## Our business

Women’s Health Grampians (WHG) is a not-for-profit organisation working to improve women’s equality, health and wellbeing across the Central Highlands, Grampians Pyrenees and Wimmera areas of Victoria (collectively known as the Grampians region). Established in 1991, we are one of nine regional and three statewide women’s health services funded by the Victorian Department of Health and the Department of Families, Fairness and Housing. Through our programs and partnerships, we aim to end the disadvantage, discrimination and violence experienced by women and gender diverse peoples in our region. Our priorities are the primary prevention of violence against women, improving gender equality and increasing access to sexual and reproductive health services.

WHG is based in the Grampians region of Victoria, which spans more than 48,000 square kilometres, 11 Local Government Areas and a population of over 240,000 people. The region covers the Traditional lands of the Wurundjeri, Wadawurrung, Dja Dja Wurrung, Djab Wurrung, Eastern Maar, Wotjobaluk, Jaadwa, Jadawadjali, Wergaia, and Jupagalk peoples.

WHG employs 25 staff, including two Aboriginal and Torres Strait Islander staff - First Nations Strategic Health Equality Advisor and First Nations Health Promotion Officer, and two Aboriginal and Torres Strait Islander Board members. A First Nations woman is also employed on a casual basis as an Equality Advocate (lived experience speaker). Our staff work across two offices – in Ballarat and Horsham, in the Grampians region of Victoria.

Using evidence-based knowledge and data, WHG works collaboratively with a range of partners to advocate for change and remove barriers that prevent full participation by women and gender diverse people. We encourage organisations to be leaders in developing effective programs, policies and practice to improve women’s health, safety and wellbeing. We work on three priority areas in particular – promoting gender equality, preventing violence against women and increasing access to sexual and reproductive health services for women in the Grampians region.

### Priority: Improving gender equality

Gender inequality is a significant determinant of health for women and a key driver of violence against women and gender diverse people. It impacts on all areas relating to women’s health and wellbeing, including access to services. The intersection of gender with other forms of discrimination and disadvantage further compounds gender inequality, and WHG’s advocacy, training and partnership work seeks to improve the health, wellbeing, economic and education opportunities for diverse groups of women and gender diverse people in our region, including Aboriginal and Torres Strait Islander women and girls.

### Priority: Preventing violence against women

WHG leads the regional primary prevention of violence against women partnership in the Grampians region, the Communities of Respect and Equality (CoRE) Alliance. CoRE is a partnership of organisations, businesses, clubs and groups who share a vision for safe, equal and respectful communities in the Grampians region. Members of CoRE commit to the CoRE Strategy which guides individual organisations and collective work in fostering communities of respect and equality, and preventing violence against women. CoRE currently has over 120 member organisations.

### Priority: Improving sexual and reproductive health outcomes

WHG works with a range of partner organisations to improve sexual and reproductive health outcomes of women in the Grampians region. We aim to increase women’s access to timely, appropriate and culturally safe sexual and reproductive health services with a focus on contraception, pregnancy counselling, and abortion.

There are also two emerging priorities in WHG’s portfolio:

1. Women’s mental health and wellbeing
2. Women in a changing society: climate change and disaster

## Developing our Reconciliation Action Plan

WHG is committed to challenging racism and discrimination, and calling out systems of oppression. The RAP process has provided us with the structure with which to demonstrate our commitment to reconciliation, to learning, changing and taking action to ensure our workplace and our work is inclusive and safe. We regard the RAP as the foundation from which we can build meaningful relationships with and opportunities for Aboriginal and Torres Strait Islander peoples and community-controlled organisations in our organisation and in our region.

There is strong and unwavering commitment from the CEO and Board, and organisation-wide support for the RAP process. The RAP Working Group is also critical to ensure staff are connected and able to contribute, and is made up of current WHG staff and Board members. At present, there are two First Nations women on staff, both of whom sit on the RAP Working Group. Membership includes:

* + Chair of the WHG Board
	+ CEO
	+ Manager Strategy and Programs (RAP Champion)
	+ First Nations Strategic Health Equality Advisor
	+ First Nations Health Promotion Officer
	+ Senior Regional Consultant and Diversity Lead
	+ Senior Regional Consultant and Workforce Capacity Building Lead
	+ Act On Site Consultant
	+ See What You Can Be Project Coordinator

In the development of this RAP, WHG established an advisory panel of three Aboriginal and Torres Strait Islander women based in the Grampians region who were vital to the drafting process. They were not expected to drive our work with the RAP but guide and inform, and were remunerated for their time. Advisors included:

* Tanisha Lovett
* Sarah Jane Hall
* Aunty Marjorie Pickford

### Work to date

In 2020, WHG took part in a pilot project to implement the Aboriginal and Torres Strait Islander cultural safety framework for the Victorian health, and community services sector. We worked closely with the Statewide Coordinator (from Bendigo & District Aboriginal Co-op) and Cultural Advisor (Ballarat and District Aboriginal Co-op) to develop our Cultural Safety Action Plan. Actions from our Cultural Safety Action Plan have been incorporated into our RAP and the Statement of Reconciliation included below was developed through this process:

### Our Statement of Reconciliation

Women’s Health Grampians acknowledges Aboriginal and Torres Strait Islander peoples as Australia’s First Peoples and the Traditional Owners of the lands, waterways and skies where we live, work and play. We celebrate that this is the oldest continuous living culture in the world.

We acknowledge that sovereignty was never ceded. This always was and always will be Aboriginal land. The invasion of Australia involved genocide and dispossession of land and culture. The health and wellbeing of Aboriginal and Torres Strait Islander peoples continues to be impacted by colonisation, discrimination, marginalisation, and the forced removal from Family, Country and Culture. We acknowledge the extensive harm experienced by Aboriginal and Torres Strait Islander women and children, including high rates of family violence, among the impacts of invasion.

We recognise that the privileges and benefits we enjoy are underpinned by suffering and injustice perpetrated against Aboriginal and Torres Strait Islander peoples through colonial systems. We accept, as a feminist organisation, that the struggle for gender equality has often excluded Aboriginal and Torres Strait Islander women, and we commit to learning and reflecting on our own privilege in order to work in genuine partnership. We will be guided by Aboriginal and Torres Strait Islander women and Aboriginal and Torres Strait Islander community-controlled organisations in our work and we support self-determination.

We recognise the strength and courage of Aboriginal and Torres Strait Islander women and girls who bravely speak up against oppression and the consequences of colonisation, and generously share their wisdom on Family, Country and Culture. We will learn from this wisdom. We commit to challenging racism and discrimination, and to calling out systems of oppression. We will listen, learn and work in partnership with Aboriginal and Torres Strait Islander peoples to build systems of inclusion. We seek a future of respect and equality for all, and we stand in solidarity with Aboriginal and Torres Strait Islander communities across the Grampians region.

## Applying the principles of Wiyi Yani U Thangani (Women’s Voices)

Throughout the development of this RAP, WHG reflected on the generous insight and guidance of the Wiyi Yani U Thangani (Women’s Voices) report and implementation framework.[[1]](#footnote-2)

First Nations women and girls have spoken of seeing and believing in a world that upholds our unique cultural, social, economic, and political rights and interests. A world that deeply values, celebrates, and enables all of who we are—our knowledges, identities, ideas, work and aspirations. A world that functions on the understanding that humanity, the lives of all women and men, are embedded and dependent upon earth’s ecosystems. A world which ensures women, men and children are free from intersecting discriminations, inequalities, compounding traumas and violence, and guarantees our self-determination in the decisions that form and shape our existence. Women and girls know this world because it has existed before and continues to unfold within our First Nations ways of knowing, being and doing.

The question is, how does this world become our shared reality, our common humanity?

Drawing on Wiyi Yani U Thangani, we seek to:

* take accountability and responsibility for addressing intersectional discrimination—sexism, racism, classism and ableism—that perpetuates violence and harm against Aboriginal and Torres Strait Islander women, girls and gender and sexually-diverse persons, and creates barriers to their social, economic and political participation.
* promote gender-transformative stories and representation of Aboriginal and Torres Strait Islander women and girls’ leadership, to challenge harmful stereotypes, racism and sexism, and to reshape dominant leadership approaches.
* create a culturally-safe and empowering workplace that is engaged in proactive recruitment and promotion, that offers Aboriginal and Torres Strait Islander women flexible work, training, education and career opportunities and upholds principles of anti-discrimination and inclusivity.

## Women’s Health Grampians Innovate Reconciliation Action Plan: Relationships

We will be guided by Aboriginal and Torres Strait Islander women and local Aboriginal and Torres Strait Islander community-controlled organisations in our work. For this to be genuine, we need strong, reciprocal relationships with Aboriginal and Torres Strait Islander organisations. These relationships are the cornerstone of meaningful partnerships and action. They are earned, invested in and built over time. We commit to organisational relationships that are mutual, respectful and based on self-determination.

**Focus area:**

Goal 1: Provide leadership and expertise in women’s health, safety and wellbeing across the Grampians

Goal 3: Ensure the sustainability of WHG

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| **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, as advised by WHG’s Aboriginal and Torres Strait Islander Advisory Panel.
 | April 2024 | *Lead: CEO**Support Manager Strategy and Programs* |
| * Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations, guided by our Cultural Protocols document, and including robust mechanisms for feedback.
 | April 2024 | *Lead: First Nations Health Equality Advisor and First Nations Health Promotion Officer**Support: Manager Strategy and Programs* |
| 1. Build relationships through celebrating National Reconciliation Week (NRW).
 | * Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.
 | May 2024, 2025 | *RAP Chair* |
| * RAP Working Group members to participate in an external NRW event.
 | 27 May- 3 June 2024, 2025 | *RAP Chair*  |
| * Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.
 | 27 May- 3 June 2024, 2025 | *CEO* |
| * Register all our NRW events on Reconciliation Australia’s [NRW website](https://www.reconciliation.org.au/national-reconciliation-week/).
 | 27 May- 3 June 2024, 2025 | *Comms Officer* |
| 1. Promote reconciliation through our sphere of influence.
 | * Use our platform to elevate the voices, knowledges and stories of First Nations women and girls at every opportunity, premised on principles of self-determination.
 | July 2024 | *Manager Strategy and Programs* |
| * Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.
 | July 2024 | *Manager Strategy and Programs* |
| * Communicate our commitment to reconciliation publicly.
 | November 2024, 2025 | *Lead: CEO**Support: Comms Officer* |
| * Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.
 | July 2024  | *RAP Chair* |
| * Encourage self-education and self-reflection among our staff through the establishment of a staff library of resources for sharing and discussion
 | July 2024  | *RAP Chair* |
| * Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes, including incorporating Aboriginal and Torres Strait Islander perspectives and knowledges into the WHG training program and advocacy.
 | July 2024 | *Lead: CEO**Support: RAP Chair* |
| * Ensure that WHG’s Training Program reflects best practice and current evidence, and that its development is informed by First Nations staff.
 | February 2024 | *Training Lead* |
| 1. Promote positive race relations through anti-discrimination strategies.
 | * Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, cultural safety and future needs.
 | June 2024 | *Business Manager*  |
| * Develop, implement and communicate an anti-discrimination policy for our organisation.
 | June 2024 | *Business Manager* |
| * Engage with Aboriginal and Torres Strait Islander staff and Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.
 | June 2024 | *Business Manager*  |
| * Educate senior leaders and all staff on the effects of racism and the ongoing impacts of colonisation and the dispossession of culture, land and waters.
 | October 2024, 2025 | *Lead: RAP Chair**Support: CEO* |

## Women’s Health Grampians Innovate Reconciliation Action Plan: Respect

Respect is integral to equality, and the health and wellbeing of our communities. We value Aboriginal and Torres Strait Islander-led solutions and ways of working – without respectful ways of working, genuine partnerships cannot occur. We respect and celebrate the oldest continuous living cultures in the world. We recognise that non-Indigenous people continue to benefit from the ongoing impacts of colonialism and the dispossession of culture, land and waters. We will listen, learn and work in partnership with Aboriginal and Torres Strait Islander peoples to build systems of justice and equality.

**Focus area:**

Goal 1: Provide leadership and expertise in women’s health, safety and wellbeing across the Grampians

Goal 2: Improve gender equality as a primary prevention strategy for preventing violence against women and children

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| **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 a review of cultural learning needs within our organisation, including cultural safety.
 | March 2024 | *Lead: RAP Chair**Support: Business Manager* |
| * Consult local Traditional Owners and Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.
 | May 2024 | *Lead: RAP Chair**Support: First Nations Health Equality Advisor* |
| * Develop, implement and communicate a cultural learning strategy for our staff and WHG Board, incorporating:
* Cultural safety training
* Cultural learning days
* On Country learning
* Self-education through reading lists and resources
* Induction and orientation of new staff
 | August 2024 | *Lead: RAP Chair**Support: Business Manager* |
| * Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.
 | July 2024, 2025 | *CEO* |
| * Maintain ongoing understanding of the perspectives and knowledges of Aboriginal and Torres Strait Islander women, as they relate to WHG priority areas.
 | July 2024, 2025 | *Manager Strategy and Programs* |
| 1. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.
 | * Develop set of cultural protocols that guide WHG work, including protocols for Welcome to Country and Acknowledgement of Country and ensure all staff are aware and can easily access the document.
 | February 2024 | *Lead: RAP Chair**Support: CEO* |
| * Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.
 | February 2024 | *Lead: RAP Chair**Support: CEO* |
| * Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year and include in all events budgets. Role model this approach to partners and stakeholders.
 | May 2024, 2025 | *CEO* |
| * Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings and role model to partners and stakeholders.
 | May 2024, 2025 | *CEO* |
| * Follow advice from local Traditional Owner groups on best practice use of Aboriginal and Torres Strait Islander place names and language, including investigating changing Women’s Health ‘Grampians’ to ‘Gariwerd’.
 | June 2024 | *Lead: First Nations Health Equality Advisor and First Nations Health Promotion Officer**Support: CEO*  |
| * Build regular Traditional Owner smoking ceremonies at WHG offices into organisational practice.
 | November 2024, 2025 | *CEO* |
| * Building on the work of the Sustainability Working Group, maintain workplace practices that demonstrate respect for Country and are based on a premise of treading lightly on Aboriginal and Torres Strait Islander lands, skies and waterways.
 | November 2024, 2025 | *Lead: RAP Chair* *Support: Business Manager*  |
| 1. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.
 | * RAP Working Group to participate in a minimum of one external NAIDOC Week event.
 | First week in July 2024, 2025 | *RAP Chair*  |
| * Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.
 | March 2024 | *Business Manager* |
| * Educate staff on the meaning and significance of NAIDOC Week.
 | March 2024 | *Business Manager* |
| * Promote and encourage participation in external NAIDOC events to all staff, and share any local events on social media.
 | June 2024, 2025 | *RAP Chair*  |
| 1. Highlight and support Aboriginal and Torres Strait Islander-led campaigns and advocacy
 | * Promote and encourage participation by WHG staff in external events of significance, including:
* Ochre Ribbon Week
* National Close the Gap Day
* Sorry Day
* Aboriginal and Torres Strait Islander Children’s Day
* International Day of the World’s Indigenous Peoples
* Anniversary of UN Declaration on the Rights of Indigenous Peoples
* International Day to End Racial Discrimination
 | November 2024, 2025 | *Lead: RAP Chair**Support: CEO* |
| * Release statement regarding Invasion Day each year and develop policies supporting staff to work on 26 January as a way of acknowledging that it is not a day of celebration.
 | January 2024, 2025 | *Lead: RAP Chair**Support: Comms Officer* |
| * Consider whether leave public holiday leave arrangements may be taken on an alternate day of significance.
 | January 2024, 2025 | *Lead: CEO**Support: Business Manager* |
| * Ensure the WHG Communications and Social Media Strategies include cultural celebrations and events, and follow online Aboriginal and Torres Strait Islander Community Controlled Organisations and First Nations commentators.
 | June 2024 | *Comms Officer* |
| * Support campaigns that share Aboriginal and Torres Strait Islander -led resources and information about the introduction of all elements of in the Uluru Statement from the Heart (Voice, Treaty, Truth).
 | October 2024, 2025 | *Lead: First Nations Health Equality Advisor and First Nations Health Promotion Officer**Support: Manager Strategy and Programs* |
| * Using WHG communications channels, support Victorian Treaty processes and campaigns.
 | October 2024, 2025 | *Lead: First Nations Health Equality Advisor and First Nations Health Promotion Officer**Support: Manager Strategy and Programs* |
| * Using WHG communication channels, support and highlight Aboriginal and Torres Strait Islander-led advocacy on a range of topics such as decarceration, the removal of children, and antidiscrimination, particularly those led by Grampians Dhelk Dja Action Group: Safe Our Way – Strong Culture, Strong Peoples, Strong Families.
 | October 2024, 2025 | *Lead: First Nations Health Equality Advisor and First Nations Health Promotion Officer**Support: Manager Strategy and Programs* |
| 1. Ensure that WHG communications, resources and materials reflect Aboriginal and Torres Strait Islander women and design.
 | * Ensure WHG website and social media is welcoming and culturally safe, as advised by First Nations staff, Board members and Equality Advocates:
* Conduct a website and image diversity review and ensure communications images and photographs reflect Aboriginal and Torres Strait Islander communities
 | June 2024June 2024 | *Comms Officer**Comms Officer* |

## Women’s Health Grampians Innovate Reconciliation Action Plan: Opportunities

To build strong relationships and foster cultures of respect and equality, we will embed reconciliation at all levels of our organisation. We commit to examining our systems and processes and take responsibility for ensuring cultural safety throughout Women’s Health Grampians. This is essential for us to create an organisation that is a supportive and respectful employer of First Nations staff and valued partner for Aboriginal and Torres Strait Islander-led organisations.

**Focus area:** Goal 3: Ensure the sustainability of WHG

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| **Action** | **Deliverable** | **Timeline** | **Responsibility** |
| 1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.
 | * Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.
 | October 2024, 2025 | *CEO* |
| * Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.
 | February 2024 | *CEO* |
| * Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.
 | June 2024 | *CEO* |
| * Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy:
 | October 2024 | *Lead: CEO**Support: Business Manager*  |
| * Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace, guided by our cultural protocols document.
 | October 2024 | *Lead: CEO**Support: Business Manager*  |
| 1. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.
 | * Investigate Supply Nation membership.
 | November 2024 | *Business Manager* |
| * Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.
 | November 2024 | *Business Manager* |
| * Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.
 | November 2024 | *Business Manager* |
| * Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses, including the Procurement and Contract Management Policy.
 | February 2024 | *Business Manager* |
| * Develop commercial relationships with Aboriginal and Torres Strait Islander businesses.
 | November 2024 | *Business Manager* |
| * Commission a local Aboriginal and Torres Strait Islander female artist to create artwork for display in the office, and for use in digital format.
 | November 2024 | *CEO* |

## Women’s Health Grampians Innovate Reconciliation Action Plan: Governance

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| **Action** | **Deliverable** | **Timeline** | **Responsibility** |
| 1. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.
 | * Maintain Aboriginal and Torres Strait Islander representation on the RWG where possible.
 | February 2024 | *RAP Chair* |
| * Maintain Terms of Reference for the RWG.
 | February 2024 | *RAP Chair* |
| * Meet at least four times per year to drive and monitor RAP implementation.
 | Bimonthly meetings scheduled for 2024, 2025, 2026 | *RAP Chair* |
| 1. Provide appropriate support for effective implementation of RAP commitments.
 | * Define resource needs for RAP implementation.
 | February 2024 | *CEO* |
| * Engage our senior leaders and other staff in the delivery of RAP commitments.
 | October 2024, 2025 | *RAP Chair*  |
| * Define and maintain appropriate systems to track, measure and report on RAP commitments.
 | February 2024 | *RAP Chair* |
| * Appoint and maintain an internal RAP Champion from senior management.
 | February 2024  | *CEO* |
| 1. 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 out on important RAP correspondence.
 | June - Annually | *RAP Chair* |
| * Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.
 | 1st August - Annually | *RAP Chair* |
| * Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.
 | February 2026 | *RAP Chair* |
| * Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.
 | 30 September annually | *RAP Chair* |
| * Report RAP progress to all staff and senior leaders quarterly.
 | March, June, September, December 2024, 2025 | *RAP Chair*  |
| * Publicly report our RAP achievements, challenges and learnings, annually.
 | October 2024, 2025 | *CEO* |
| * Investigate participating in Reconciliation Australia’s biennial Workplace RAP Barometer.
 | May 2024 | *RAP Chair*  |
| 1. Continue our reconciliation journey by developing our next RAP.
 | * Register via [Reconciliation Australia’s website](https://www.reconciliation.org.au/reconciliation-action-plans/submit-your-rap/) to begin developing our next RAP.
 | September 2025 | *RAP Chair* |

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1. Australian Human Rights Commission 2021. Wiyi Yani U Thangani (Women’s Voices): Securing Our Rights, Securing Our Future— Implementation Framework. Available at: <https://humanrights.gov.au/our-work/aboriginal-and-torres-strait-islander-social-justice/publications/wiyi-yani-u-thangani-5>. [↑](#footnote-ref-2)