
Brisbane North PHN:

Reflect

Reconciliation Action Plan

June 2025 – December 2026



REFLECT



An Australian Government Initiative



Message from Reconciliation Australia

Reconciliation Australia congratulates Brisbane North Primary Health Network on continuing its reconciliation journey by formally endorsing Brisbane North Primary Health Network's second Reflect Reconciliation Action Plan (RAP).

Through this plan, Brisbane North Primary Health Network continues to play an important role in a network of more than 3000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

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

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

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

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

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

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

Congratulations Brisbane North Primary Health Network on your second Reflect RAP, and I look forward to following your continuing reconciliation journey.

Karen Mundine | Chief Executive Officer, Reconciliation Australia



Message from Libby Dunstan, CEO, Brisbane North PHN

As we continue our important journey on a path to reconciliation, it is with great pride I share with you Brisbane North PHN's Reflect RAP for 2025-26.

On behalf of the Brisbane North PHN's Board of Directors, the Executive and our staff, we acknowledge the Traditional Custodians of the lands across our region that we gather and work upon – the Turrbal and Jagera people of Brisbane, the Gubbi Gubbi people of Caboolture and Bribie Island, the Waka Waka people of Kilcoy, the Ningy Ningy people of Redcliffe, and the Pitcairn Islanders and their ancestors for Norfolk Island.

Reflecting on our previous iterations and the important work our organisation has pursued to date, I am proud to lead a team so committed to fostering reconciliation and creating outcomes for our community.

With unwavering support from our Board of Directors, courageous energy embodied by our Spirit of Reconciliation Working Group and Change Champions, and bold enthusiasm from our entire team to create positive impact, we can be proud of our commitment to support Aboriginal and Torres Strait Islander people and the inroads to reconciliation and social change we have made throughout our organisation and community.

Together we continue to build a culture of reconciliation throughout our organisation. Central to our renewed Strategic Plan for 2024-27 is enabling self-determination by First Nations people and addressing the health gaps and inequities that exist for First Nations people in our community. Partnering with stakeholders and community, this commitment will see us bring to life important initiatives including:

- an innovative First Nations focused headspace service in Moreton Bay - the first in Australia to be established specifically for Aboriginal and Torres Strait Island young people and their young family and friends,
- our School Readiness program to target developmental delay in First Nations children, and
- extended and after hours at the Aboriginal Medical Service Clinics across our region, as well as MobLink telehealth service.

Additionally, our team continues to be united through acclaimed First Nations artist Riki Salam's 'Flowing Knowledge, Healing Country' artwork which is now embedded into our organisation's brand identity.

We know however there is more work to do. With this next chapter, we will pursue further organisational development through the launch of our inaugural People and Culture Strategic Plan – 2024 and beyond, with a view to increase cultural understanding of our team. We commit to further promote reconciliation through our sphere of influence and will continue to grow our partnerships with Aboriginal and Torres Strait Islander communities and stakeholders.

I commend Brisbane North PHN's third RAP to you, proud of our achievements and with renewed optimism for our continued journey together.

Libby Dunstan | Chief Executive Officer, Brisbane North PHN





Brisbane North PHN: Reflect Reconciliation Action Plan

Contents

Message from Reconciliation Australia	2
Message from Libby Dunstan, CEO, Brisbane North PHN	3
Glossary	5
Our vision for reconciliation	6
Our core business	7
Our region.....	9
Our organisation	10
Our RAP.....	11
Our RAP Journey so far.....	13
Partnerships and Current Activities	16
Relationships.....	20
Respect.....	22
Opportunities	23
Governance	24
Contact details for Reconciliation Action Plan	25

Glossary

Acronym	Full title
ACCHO	Aboriginal Community Controlled Health Organisation
C&K	Creche and Kindergarten
CCHS	Community Controlled Health Service
FTE	Full Time Equivalent
HHS	Health and Hospital Service
HITH	Hospital in the Home
KPI	Key Performance Indicator
MATSICHS	Moreton Aboriginal and Torres Strait Islander Community Health Service
NRW	National Reconciliation Week
IUIH	Institute for Urban Indigenous Health
PHN	Primary Health Network
RWG	RAP working group
SEQ	South East Queensland
SoR	Spirit of Reconciliation
TWBSS	The Way Back Support Service

Our vision for reconciliation

Developing the Vision

To create a vision for reconciliation, Brisbane North Primary Health Network's (PHN's) Executive Leadership Team and all staff leaders in the PHN looked at the purpose of a Reconciliation Action Plan (RAP) and the importance of leadership in the success of our RAP to help our PHN move forward from our current state. We considered strategies that are aligned with our organisational goals and values that would turn our good intentions into actions and help build cultural intelligence across the PHN. This included our Executive Leadership Team committing to champion, drive and inform the RAP throughout the organisation and having agreed accountabilities for all executives to help achieve the RAP's objectives and drive impact within our sphere of influence. To assist in this process, we used Reconciliation Australia's RAP Drafting Resource 'Developing a vision for reconciliation.'

Organisational Vision

Through improving cultural understanding within the PHN, we aim to enhance respect and value of Aboriginal and Torres Strait Islander peoples' cultures, heritages, and knowledge systems, both internally and externally. We aim to ensure the voices of Aboriginal and Torres Strait Islander peoples in our region are heard and considered in our work. We support an approach that empowers Aboriginal and Torres Strait Islander people and contributes to self-determination.

Our vision for reconciliation is to ensure Aboriginal and Torres Strait Islander peoples within our region experience high quality, culturally informed primary care services that are respectful, responsive, and designed to achieve the best possible health and wellbeing outcomes for individuals and their families. We understand our responsibility to build authentic partnerships with and guide the cultural understanding of service providers.

Areas of focus

Key areas of focus for our RAP are to:

- implement our People and Culture Strategy
- implement strategies to increase cultural understanding of our staff and service providers
- grow partnerships with Aboriginal and Torres Strait Islander communities, including Aboriginal Community Controlled Health Organisations (ACCHOs) through active and ongoing engagement
- promote reconciliation through our sphere of influence
- enhance the governance structure supporting the RAP and allocate appropriate resources and accountability to achieve the RAP's objectives.

Our core business

Brisbane North PHN is one of 31 Primary Health Networks nationwide. Our vision is a community where good health is available for everyone. We see ourselves as part of the Brisbane North community, supporting the primary healthcare, Aboriginal and Torres Strait Islander health, and aged and community care sectors to improve the local health system.

The origins of Brisbane North PHN extend back to 1993, when the Brisbane North Division of General Practice was formed under a Federal Government initiative to support General Practice. The organisation has undergone several name and company structure changes over the years, largely due to changes in government policy.

Our key goals are to:

- improve the efficiency and effectiveness of health services for people, particularly those at risk of poor health outcomes
- improve the coordination of health services and increasing access and quality support for people.

We achieve these goals by:

- understanding the health care needs of our community through analysis and planning, helping to identify and address service gaps
- commissioning primary care and mental health services to address population health needs and gaps in service delivery and to improve access and equity
- working closely with providers to build health workforce capacity and ensure they deliver high-quality care
- connecting health services for people to encourage better use of health resources and avoid duplication.

In line with the PHN's vision, our strategic plan outlines five key goals:

- **Be informed and led by community** - as an organisation, the PHN is dedicated to listening to our community and strengthening the voice of consumers and carers. We endeavour to build the capacity of people and communities to influence and lead system design. We particularly

acknowledge our responsibility to ensure self-determination for First Nations peoples.

- **Facilitate care closer to home** - Australians prefer to live healthy lives, in their own homes, as long as possible. Moving care closer to home requires a rebalanced investment into community-based models of care, enabling consumers to access healthcare where and when needed. The PHN seeks to strengthen earlier intervention, by driving models of care and approaches that support early intervention and reduce the need for more acute and higher cost services.
- **Address health gaps and inequities** – identifying gaps and improving service integration occurs through joint planning and commissioning of services to meet community needs. The PHN fosters purposeful collaboration and partnerships within primary health and other sectors to achieve shared goals, and to deliver new solutions. With our partners in health, the PHN co-designs, implements, and evaluates innovative solutions, models of care, and workforce roles, including digital solutions.
- **Transform and connect primary healthcare** – The PHN supports high performing healthcare through quality improvement, education and change management support. Work towards an integrated healthcare system occurs via the strengthening of coordination and navigation of the healthcare system through building awareness of services, and supporting care pathways, continuity of care, and collaboration between services. Health workforce capacity, sustainability, effectiveness and wellbeing assists with improving capability to support a diversity of community needs.
- **Drive organisational excellence** – the organisation maintains strong corporate governance, applying an outcome focused approach and forward planning to align resources with strategic objectives. Within the PHN, staff are supported to thrive through nurturing a positive and robust culture, supporting personal and professional development, and upholding personal accountability. Systems and processes utilised enable agile, responsive, knowledge-based decision making and continuous quality improvement.

Core to our role as a commissioning organisation, in 2024 we added the strategic objective seeking to *address health gaps and inequities* through these focus areas:

- Commissioning services to address identified gaps
- Fostering purposeful collaboration and partnerships
- Delivering new solutions and building evidence.

An example of this goal in action is the two multidisciplinary endometriosis and pelvic pain clinics in our region providing specialist care for women and people assigned female at birth from Neighbourhood Medical at Bardon, and for Aboriginal and Torres Strait Islander women at Moreton Aboriginal and Torres Strait Islander Community Health Service (MATSICHS). We have also commissioned the Institute for Urban Indigenous Health (IUIH) to provide extended and after-hours primary health care for Aboriginal and Torres Strait Islander peoples via their four clinics and MobLink in our region.

Organisational Values

Our values inform all that we do; they include:

- *Collaboration*: we build strong and enduring relationships to achieve our shared goals
- *Diversity*: we are inclusive, fair and responsive to different needs
- *Integrity*: we are transparent, respectful and work to the highest standards
- *Courage*: we lead new approaches, learn and improve
- *Impact*: we deliver outcomes for our community

Identified Priority Areas

Our current identified priority areas include:

Aboriginal and Torres Strait Islander Peoples' Needs

- Improving health outcomes for First Nations peoples: Our Joint Regional Needs Assessment with Metro North Health consulted with 234 Aboriginal and Torres Strait Islander consumers, as well as First Nations partner organisations¹. This process identified need for increased availability and reduced barriers to mental

health services; addressing social determinants such as housing, education and intergenerational disadvantage (financial disadvantage); and improving health literacy.

- Equity in care: Refers to the equal opportunity for individuals to access and fulfill their health care needs. The distribution of service access to Medicare-subsidised services or identified healthcare providers for Aboriginal and Torres Strait Islander people in the region is not equitable. While this cohort of people more prominently reside in the northern areas of Moreton Bay North, those that live elsewhere have lower rates of access to select health care services comparatively.

Alcohol and Other Drugs Needs

- Dual diagnosis, stigma and discrimination, and vulnerable groups (including First Nations people, older people aged 60+ and people who do not identify with a binary gender).
- Service issues including capacity, coordination and integration, and support for families and carers.

Children's Health Needs

- Developmental vulnerability including physical health and wellbeing, social competence, emotional maturity, language/cognitive skills and communication skills and general knowledge.
- First 1000 days whereby mothers and babies are assessed for risk behaviours in pregnancy (obesity of mother, smoking, high numbers of antenatal visits, older mother 35+) and babies (premature birth, low birth weight).

Mental Health Needs

- Health issues including anxiety and depression, at-risk populations, physical health, severe and complex mental illness, stigma and discrimination, and suicide.
- Service issues including crisis support, lived experience leadership, psychosocial supports, service navigation, services (capacity), support for carers, workforce.

¹ North Brisbane and Moreton Bay Joint Regional Needs Assessment 2025-27 https://brisbanenorthernphn.org.au/web/uploads/downloads/Reports-and-Plans/North-Brisbane-and-Moreton-Bay-Joint-Regional-Needs-Assessment-2025-27_2024_updated.pdf

Older Persons' Needs

- Health issues including chronic disease, dementia, frailty, mental health, social isolation and ageism.
- Service issues including coordination and integration of health and aged care, navigation and appropriate care, specialist and geriatric services, support for families and carers, and workforce.

Service System Needs

- After hours, health literacy, chronic pain, service capacity, complex and chronic care, palliative care, coordination and integration, service navigation, cost of care, tele- and digital health, GP care, workforce.

We understand more than ever that working together is always more effective than working in silos. We are working together with and for our vulnerable communities, ensuring we remain informed by their voices. In partnership with IUIH, our PHN and Hospital and Health Services (Metro North Health and Children's Health Queensland), along with others from across South-East Queensland, we continue to champion new ways of working towards more inclusive and culturally responsible models of care. The joint [South East Queensland First Nations Health Equity Strategy](#) represents a collaborative approach to achieving "one system" reform and health equity for our First Nations people.

We are proud of this work and believe it provides a strong example of reconciliation in action with Aboriginal and Torres Strait Islander communities.

Our region

The land, sea and waters of the Brisbane North region are traditional countries of the Yaggera (Yugara, Jagara, Yagara and variations), Waka Waka (Wakka Wakka), Turrubul (Turrabul, Toorbal, Tarabul, Churrabool and variations), Gubbi Gubbi (Kabi Kabi), Jonndoburrie and Ningy Ningy (Ninghi Ninghi) peoples.

With an estimated population of 1,117,678 residents in our region, our work supports clinicians and communities within Brisbane's northern suburbs, Moreton Bay City, parts of Somerset Regional Council and Norfolk Island. The PHN covers approximately 4,100 km² of urban, regional and rural areas.

In the most recent Population Health Snapshot from 2024, 29,060 people identified as Aboriginal and/or Torres Strait Islander people in our region². This represents 2.6 per cent of the region's population and 12.1 per cent of Queensland's Aboriginal and Torres Strait Islander population.

Between 2016 and 2022, the number of people who identified as Aboriginal and Torres Strait Islander people in the Brisbane North region increased considerably (an increase of 42.5 per cent)³.

The age group with the highest proportion of Aboriginal and/or Torres Strait Islander people was 0 to 4 years⁴.

The largest population of Aboriginal and/or Torres Strait Islander people living in Metro North by percentage were reported in Caboolture Hinterland (6.2 per cent, 865 persons) and Caboolture (6.1 per cent, 4,676 persons). These areas, along with Bribie-Beachmere, Narangba and Deception Bay (all part of the Moreton Bay region), are geographical areas which experience higher levels of health and service need compared to the rest of Brisbane North / Metro North Health.

2 Brisbane North PHN and Queensland Health (2024) [North Brisbane and Moreton Bay Joint Regional Needs Assessment 2025-27](#) MNHHS: Brisbane, Queensland

3 Australian Bureau of Statistics, 2022, Australia: [Aboriginal and Torres Strait Islander population summary](#)

4 Brisbane North PHN and Queensland Health (2024) [North Brisbane and Moreton Bay Joint Regional Needs Assessment 2025-27](#) MNHHS: Brisbane, Queensland

Our organisation

Brisbane North PHN currently employs 162 (130 FTE equivalents) staff members, three of whom identify as Aboriginal and/or Torres Strait Islander people. Our office is located at Lutwyche, on Turrbal and Jagera Country.

In November 2020 at the organisation's Annual General Meeting, Mununjahli Yugambeh woman Jody Currie became the first Indigenous Australian elected to the Brisbane North PHN Board of Directors. Professor Currie has extensive experience working with vulnerable families in the aged care, health and early childhood sectors to improve outcomes in the community. She was most recently Chief Executive Officer of the Aboriginal and Torres Strait Islander Community Health Service (ATSICHS) Brisbane. Jody is also a member of the National Aged Care Advisory Council, an organisation with the goal of ensuring advice to Government reflects the need and expectations of Senior Australians, their families and carers. Jody is an experienced Company Director with demonstrated business acumen across many varying portfolios. She has held various senior executive roles in areas of early childhood education, and health and human service delivery, and is an advocate for improving service accessibility to vulnerable communities. She maintains her role on the PHN Board as of January 2025.

Acknowledging the importance of sovereignty of health and wellness for First Nations peoples, our Board issued a [resolution in support of the Voice to Parliament](#) in August 2023 that recognised the need for, and committed our further action to, ensuring and securing self-determination of First Nations people in our region and across Australia.

Our RAP

Why develop a RAP?

Our Joint Regional Needs Assessment process, conducted jointly with Metro North Health, continues to make clear that Aboriginal and Torres Strait Islander health and social wellbeing is a key priority for the Brisbane North PHN.

Brisbane North PHN recognises that a proactive engagement with reconciliation will contribute towards strengthening relationships and opportunities and building respect between Aboriginal and Torres Strait Islander people and other Australians. We understand from *Reconciliation Australia*'s emerging evidence base that these contributions have the potential to reduce racism as a common lived experience for Aboriginal and Torres Strait Islander people.

As an organisation that is tasked with the goal to improve health and social wellbeing outcomes and funded through Closing the Gap initiatives, we are committed to progressing high quality, evidence-based work to improve health and well-being outcomes for Aboriginal and Torres Strait Islander people.

We are committed to contributing towards reconciliation and closing the gap on life and health inequities for Aboriginal and Torres Strait Islander people in our region. Progressing our Reflect RAP, whilst including several Innovate RAP level deliverables, will ensure we do this work in a respectful, meaningful and sustainable way.

Health and social needs for Aboriginal and Torres Strait Islander people in our region

For Aboriginal and Torres Strait Islander people, key areas of focus include a need for timely access to health services, mental health support and interventions supporting substance use. High rates of depression, anxiety, attention deficit hyperactivity disorder (ADHD) support, and self-harm and suicide in the community have been identified. Driving cultural connection and addressing social determinants such as education and housing are also important^{5 6 7}.

Aboriginal and Torres Strait Islander people have a high rate of mortality relative to the total Queensland population. These high rates of mortality extend to infant and youth as well, and are particularly evident in the Moreton Bay region, including Caboolture, Bribie-Beachmere, Narangba, and Deception Bay region.⁸

Surveys and other consultations highlight chronic conditions (e.g. asthma, kidney disease), cardiovascular conditions (e.g. heart disease), COPD (respiratory diseases), musculoskeletal disorders (e.g. back pain, arthritis), oral health, sexual health and mental health to be key health areas of concern for Aboriginal and Torres Strait Islander people in our region.

The data demonstrate that Aboriginal and Torres Strait Islander peoples have significantly poorer health and social wellbeing outcomes, including shorter life expectancy, than the rest of the population in our region³. Consultation with our Aboriginal and Torres Strait Islander communities highlighted the need for culturally responsive services to reduce barriers and improve self-agency for Aboriginal and Torres Strait Islander people.

In addition to what the quantitative and qualitative data tells us, the National Aboriginal and Torres Strait Islander Health Plan 2021–2031⁹⁴ notes the impacts of racism in its various guises in mainstream health service settings, and the imperative

⁵ Australian Institute of Health and Welfare 2018. Aboriginal and Torres Strait Islander adolescent and youth health and wellbeing 2018. Cat. no. AIHW 202. Canberra: AIHW.

⁶ Queensland's Disability Plan 2022–27: Together, a better Queensland the State of Queensland Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships

⁷ Queensland Government, Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts 2024

⁸ Brisbane North PHN and Queensland Health (2024) [North Brisbane and Moreton Bay Joint Regional Needs Assessment 2025-27](#) MNHHS: Brisbane, Queensland

⁹ [National Aboriginal and Torres Strait Islander Health Plan 2021–2031](#)

of identifying and eliminating racism to ensure better access to enhance health outcomes.

‘...Racism has a negative effect on the social and emotional wellbeing of Aboriginal and Torres Strait Islander peoples. Racism is experienced by a significant proportion of Aboriginal and Torres Strait Islander people in daily life.’

(Australian Health Ministers’ Advisory Council, Aboriginal and Torres Strait Islander Health Performance Framework 2017 Report, Department of the Prime Minister and Cabinet, Canberra, 2017, p.27.)

Approach to implementing the RAP

To coordinate our commitment to reconciliation, an internal *Spirit of Reconciliation Working Group* was formed in 2011 and has maintained a steady cross-team membership of eight (8) or more internal PHN staff who collectively plan and advocate for activities and initiatives that progress reconciliation in our PHN. The Working Group adopts *Reconciliation Australia*’s aim to break down stereotypes and discrimination without prejudice in the true spirit of reconciliation. An Executive Manager is included in the Working Group membership to facilitate communication back to the Executive Leadership Team.

The main objective of the Working Group is to champion reconciliation within Brisbane North PHN by engaging all PHN staff to understand, appreciate and learn the value of reconciliation, as well as coordinating the development of, and supporting the implementation of, our Reconciliation Action Plan alongside our Executive Leadership Team. We also review the RAP annually in association with our report to *Reconciliation Australia*.

The *Spirit of Reconciliation Working Group* and Executive Leadership Team agree on annual Key Performance Indicators (KPIs) with progress reported regularly to the Executive Leadership Team.

For 2025, the KPIs include that the *Spirit of Reconciliation Working Group* will:

1. Co-design and develop a Reflect RAP for 2025-26 by May 2025.
2. Facilitate offering one external annual Aboriginal and Torres Strait cultural responsiveness training for Brisbane North PHN staff.

3. Work with People and Culture to progress culturally safe policies and procedures to support First Nations people in the PHN, to enhance engagement, review cultural appropriateness and provide cultural advice, with the aim of creating a culturally safe work environment.
4. Establish a Reconciliation Governance Group. This Group will be appointed by the Board Chair and CEO and will be responsible for reporting to the Board and providing appropriate advice and recommendations on matters to facilitate informed decision-making by the Board in relation to the RAP. Members would include 1-2 nominated Board Directors and external First Nations elders, as well as nominated member of the SoR WG to ensure linkage. The SoR WG organises cultural events and are the champions and drivers of the RAP activities operationally.
5. Demonstrate authentic leadership engagement with the reconciliation process via Brisbane North PHN Leadership representation (one Manager and one Executive Manager) on the *Spirit of Reconciliation Working Group*.
6. Advocate for the inclusion of culturally responsive approaches and Frameworks to commissioned service provider contracts as part of the PHN Commissioning Framework.
7. Collaborate with other PHNs in the SEQ region including joint meetings to share learnings and advance reconciliation at a regional level.
8. Participate in the national PHN RAP Community of Practice
9. Coordinate PHN activities in relation to key dates such as NAIDOC, National Reconciliation Week and CTG Day.

Over time, the *Spirit of Reconciliation Working Group* has gained a position of legitimacy within the organisation; members of the group provide layers of support and accountability to those staff and teams responsible for elements of RAP implementation. The Group is consulted on matters beyond the immediate progress of RAP indicators, such as sourcing First Nations consultants and cultural training for the organisation.

In having representatives from numerous teams within the PHN, change has permeated through to some that had previously been less responsive to the type of insights required to progress true reconciliation. Whilst it is still a long and ongoing journey, there are far fewer voices of dissent than when we first started our RAP approach.

Through concentrated efforts of all involved with the *Spirit of Reconciliation Working Group*, it has become business as usual to offer an Acknowledgment of Country at each organisational led meeting. Volunteers are supported by a Working Group member to assist them in creating a heartfelt honouring. Some staff have become comfortable with exploring their own understanding of the Aboriginal heritage in our region (and further afield), sharing images and stories about Country they had recently visited, and areas of particular significance they had encountered.

The Working Group has become embedded into the organisational structure, whereas once it was seen more as an interest group. The Reflect and Innovate RAP processes have created the way forward for a more robust, accountable and inclusive PHN with regards to the First Nations communities of our region.

Our RAP Journey so far

First steps towards Reconciliation

In 2012, the *Spirit of Reconciliation Working Group* worked with our Board to formalise our commitment to reconciliation through the development of a Reconciliation Statement of Intent.

Five years on, the Working Group administered an anonymous, online questionnaire to ascertain a deeper understanding of staff knowledge and understanding about reconciliation; the results showed some progressive areas of work and staff with in-depth levels of understanding. However, it also highlighted inconsistent levels of understanding and awareness about the value of reconciliation and the positive impacts it has on Aboriginal and Torres Strait Islander health and social well-being.

At this juncture the Working Group felt it warranted the commencement of a Reflect Reconciliation Action Plan (RAP) to facilitate bringing the whole organisation along on the journey towards genuine and sustainable approaches towards reconciliation.

This would be crucial to embed reconciliation principles within our PHN's systems and organisational culture.

Reflecting – looking inward

The Reflect RAP (2019-2020) provided us with a significant opportunity to engage all members of our PHN in a reflective dialogue about the importance of reconciliation in all our work (not just teams who support specific Aboriginal and Torres Strait Islander programs). Key requirements outlined in the Reflect RAP helped us to build strong 'whole of organisation' foundations to further grow our PHN's long term commitment to reconciliation. Providing staff and Board members ongoing opportunities to engage in meaningful dialogue and develop our PHN's reconciliation vision was central to the Working Group's implementation approach.

Our process for developing the Reflect RAP was to engage staff and Board members in discussions to scope ideas about reconciliation. This included inviting *Reconciliation Australia*, a local Elder and Brisbane South PHN (a 'sister' organisation on the southside of the Brisbane River and further advanced in their RAP work) to share their experiences of reconciliation with our entire staff. This was followed by *Spirit of Reconciliation Working Group* conducting a staff engagement activity that involved brainstorming how Brisbane North PHN could contribute to reconciliation across three levels: individual roles, teams and the entire organisation.

The creation of our 'Flowing Knowledge, Healing Country' RAP artwork by Riki Salam was a significant step forward in our reconciliation journey and remains a tangible point of connection across the organisation. Staff shared their own stories of connection to country whilst Riki and his partner Diana listened in, took notes, and wove the stories through the artwork. Staff who were involved in this workshop surrounding the artwork development could see how they contributed to the overall picture, and this means a great deal of pride is enshrined within the art itself.

Following the initial engagement, Working Group members consolidated staff feedback across Reflect RAP pillars, as well as 'parking' several advanced ideas which were later included in our Innovate RAP. A Board engagement activity involving brainstorming additional Board contributions to the draft Reflect RAP, as well as feedback sessions with Executive Managers, Team Managers and each PHN team rounded out consultation and preparation for endorsement of the Reflect RAP by the

Board and Executive Leadership Team prior to submitting to *Reconciliation Australia* for endorsement.

Innovating – developing and strengthening

While the Reflect RAP focused on ‘scoping reconciliation’, the Innovate RAP concentrated on ‘implementing reconciliation’. The Innovate RAP outlined actions that would work towards the PHN achieving our unique vision for reconciliation, allowing us to be aspirational and innovative to help gain a deeper understanding of our sphere of influence, and establish the best approach to advance reconciliation.

The original process for developing the Innovate RAP and scoping ideas about how we could shift from reflection mode to innovation, was to broaden the consultation approach. The engagement process was both comprehensive and inclusive of all staff and Board members, engaging over 100 staff in a ‘whole of organisation’ dialogue and process to grow the Innovate RAP. This inclusive approach was maintained throughout the implementation of the RAP actions and deliverables.

Eighteen separate conversations were facilitated by *Spirit of Reconciliation Working Group* Co-chairs and members, exploring with teams and other PHN working groups around how they could contribute to achieving *Reconciliation Australia*’s Innovate RAP actions and deliverables. Additional ideas (beyond those mandated by *Reconciliation Australia*) were also generated through this process, and each team and working group finalised detailed reconciliation statements pertaining to their specific field of work.

As with the development of the Reflect RAP, the *Spirit of Reconciliation Working Group* facilitated a whole of organisation Innovate RAP workshop at the Staff Development Day early in 2021. The 170 ideas generated through the initial separate conversations with teams and working groups were themed by staff across the four Innovate RAP pillars (Relationships, Respect, Opportunities and Governance).

Team and Working Group Reconciliation Statements were presented to the Manager or Chair of each, and Staff indicated their acceptance and allegiance to the Statements through placing their thumbprint on the Statement. Signing on to the Statements mirrored a similar activity conducted at the Reflect RAP launch; each staff member placed a thumbprint on a larger Statement indicating support of working towards reconciliation.

Further development and endorsement of the draft Innovate RAP (2021-2023) followed the same approach as with that of the Reflect RAP.

Key learnings to date

The journey from reflection through to innovation within Brisbane North PHN has been both heartening and challenging. Connections were made between the PHNs that border the north and south sides of the Brisbane River; Brisbane South PHN was further established in its reconciliation journey, and conversations with key First Nations staff in that PHN have been invaluable in providing the *Spirit of Reconciliation Working Group* with knowledge and insights. However, with the ingress of COVID-19 into ‘business as usual’, many of these links have changed as people have moved on from their roles and relationships have faltered.

Honest and wide-ranging conversations with our RAP Support Officer in *Reconciliation Australia* has provided guidance and support for Brisbane North PHN’s continued path towards reconciliation. The Working Group has shared the struggles we have had with implementing an overly optimistic yet unwieldy Innovate RAP; discussed solutions for fulfilling a combined Reflect RAP with Innovate elements to bring a swathe of new staff along on the reconciliation journey, and explored ways of ensuring all levels within the workplace took responsibility for their part in progressing the RAP.

Within Brisbane North PHN, the People and Culture team has committed to auditing and enhancing internal policies and procedures with a reconciliation lens, working in collaboration with a First Nations specialist HR consultancy. Factors around people and culture processes within our organisation were identified through the Innovate RAP as central to attaining, supporting and valuing Aboriginal and Torres Strait employees.

Whilst our People and Culture team is small, bettering the recruitment process and ensuring a culturally respectful and supportive environment is a central part of their dedication to reconciliation.

We have not only included cultural awareness as a component of the induction process for all staff; we have introduced a welcome to the organisation by the Chair of the *Spirit of Reconciliation Working Group*, including an overview of the current RAP and how the inductee can be involved in the implementation of key aspects of

the RAP throughout their work. With permission from IUIH to utilise an introductory process they have for their new staff, we invite our new staff members to share the story of where they are from, and how they have journeyed to work at the PHN. By using an informal approach to story sharing, we each learn about the other, providing a platform for staff to create links across the organisation.

The *Spirit of Reconciliation* approach is one of inclusivity and consultation across all parts of the organisation. In bringing people along on the path to genuine reconciliation, it is imperative that all voices be heard and areas of dissent gently, yet purposefully, addressed. The Working Group incorporates education regarding key dates of importance for First Nations people into the fortnightly staff meetings. Feedback has been positive, and some staff have demonstrated how it has changed their point of view regarding celebrations held on certain dates (such as 26 January) or given them a mechanism by which they can engage family and friends in recognising systemic forms of racism.

Elements of our 'Flowing Knowledge, Healing Country' RAP artwork have been embedded in the organisation's branding templates and email signatures, and on display in our online meetings as background artwork and as a wall decal as people enter the office, alongside the artwork story. Riki was consulted all the way through about how best to use and place the artwork elements, and a First Nations printing company crafted the wall decal.

People have become adept at sharing stories about places of significance they have visited and the connection that the First Nations people of that country have to those places. There is more confidence in offering an authentic Acknowledgment of Country within meetings and genuinely hearing the stories of Elders that offer a Welcome to Country at one of our many external events. Each of these things may be small and inconsequential in isolation, however, combined, they amount to a significant change within the overall tenor of the organisation.

There are still many areas that we continue to improve and enhance. We need greater Aboriginal and Torres Strait Islander representation on our Working Group (and more broadly across our PHN). We are exploring options regarding the Reconciliation Governance Structure to support the ongoing implementation of RAP actions, along with evaluating the impacts. As the organisation is situated on contested lands, there is some sensitivity required when devising a governance

group. The PHN aims to ensure representation from local First Nations perspectives to ensure their voices will contribute to the implementation of the RAP.

With the rapid turnover of staff throughout the 2020-2023 period, and most staff being newer to the organisation (less than a quarter of the staff have been here more than 5 years), another innovation to support our reconciliation approach includes the introduction of Change Champions. Change Champion nominations will be sought from teams across the PHN and will build team capacity/skills and drive progress of *Spirit of Reconciliation Working Group* initiatives, processes and projects. They will focus on implementing the specific team actions as identified in this next Brisbane North PHN Reflect RAP and be supported and guided by the *Spirit of Reconciliation Working Group*.

Partnerships and Current Activities

Community Partnerships

Institute for Urban Indigenous Health

Brisbane North PHN has a long-standing relationship with the Institute for Urban Indigenous Health (IUIH), having formed a Statement of Intention for Reconciliation between the organisations in 2010. We have funded IUIH to provide a comprehensive range of health and social wellbeing programs. Established in 2009 by the four Community Controlled Health Services in South East Queensland to provide for the needs of Australia's second largest Aboriginal and Torres Strait Islander population, IUIH leads the planning, development and delivery of comprehensive primary health care services to First Nations people.

Currently, IUIH has been commissioned to provide the following programs:

- Establishment of a targeted **Endometriosis and Pelvic Pain GP Clinic**. The intention of this Clinic is to maximise the role of the GP-led multidisciplinary care team in the management of endometriosis and pelvic pain, and to embed the GP as a core part of the care pathway for this chronic condition, optimising the role of primary care.
- **Increased After Hours access to Indigenous Primary Health Care Services**. To reduce pressure on Emergency Departments, this Project aims to increase access to Aboriginal and Torres Strait Islander peoples' primary health care services for urgent needs by offering services in extended and after-hours periods.
- **Your Care Closer - Aboriginal and Torres Strait Islander Hospital in the Home** (HITH). HITH aims to bring care closer to home, closer in time and closer to meeting individual expectations as expressed by consumers themselves. Early scoping identified the opportunity to increase the participation rates for Aboriginal and Torres Strait Islander people in HITH programs, particularly to provide more culturally responsive care for patients and families when an acute inpatient hospitalisation is needed.

- **School Readiness for Aboriginal and Torres Strait Islander Children**. Provides developmental screening and subsequent appropriate interventions to develop skills for school readiness at Koobara Kindergarten, a C&K Caboolture Kindergartens. IUIH therapists also work alongside the early childhood staff to embed sustainable workplace practices to enhance learning opportunities for children and their families and facilitate linkages to local primary healthcare services to ensure improved health outcomes.
- **Staying Deadly | headspace**. This Aboriginal Community Controlled Health Organisation led headspace service with a First Nations focus will be a one-stop shop for young people (12-25 years) accessing holistic support and culturally safe specialised health and wellbeing services. In addition, they also plan and oversee the delivery of local community awareness campaigns to enhance mental health literacy and decrease stigma relating to mental health issues. headspace centres are intended to be a platform for collaboration between existing services in the local community.
- **Drug and Alcohol Treatment Services**. The IUIH Drug and Alcohol Program provides drug and alcohol treatment related activities and aims to achieve improved health and social outcomes for individuals, families, and communities at risk of, or currently affected by, problematic substance use.
- **Mental Health and Suicide Prevention Program**. Aims to enhance access to and better integrate Aboriginal and Torres Strait Islander Mental Health Services at a local level, facilitating a joined-up approach with other closely connected services (including social and emotional wellbeing, suicide prevention and alcohol and other drug services). IUIH is funded to deliver an alternative The Way Back Support Service (TWBSS) Model to provide holistic, culturally responsive aftercare services to Aboriginal and/or Torres Strait Islander participants and/or their families, friends and significant others. This culturally responsive model will embody the understanding that clients, families, and communities are shaped by connections to body, mind and emotions, family and kinship, community, culture, land and spirituality; and recognises that social, historical, political, and cultural factors are interconnected and impact wellbeing, and that improving social-emotional

wellbeing is fundamental to resilience, self-determination, and positive life outcomes.

- **Early intervention.** Identifies isolated Aboriginal and Torres Strait Islander Elders over the age of 50 who live with chronic conditions and/or are identified as socially isolated that are not connected to appropriate IUIH services. Connections are made between older people and social activities to keep Elders in the community, provide connections for wrap around support, close service gaps and minimise the feelings of isolation and loneliness.
- **IUIH Intergenerational Change Program.** Brings together Elders participating in IUIH's Aged Care Social respite program with high school based Allied Health Assistants from IUIH's POWA (Pathways, Our Ways Academy) program. The goal is to build stronger social and cultural connections between younger and older generations, helping to lessen feelings of isolation and loneliness. It also collaborates with other IUIH programs to help Elders learn about additional support services and how to access them. Initial findings from the program indicate that it has supported a reduction in feelings of isolation and loneliness and reduced negative stereotyping between the different generations while increasing interactions and connection between the two age groups.

South East Queensland First Nations Health Equity

South East Queensland First Nations Health Equity is a collaboration of key partners across the South East Queensland health system to address the health inequities experienced by Aboriginal and Torres Strait Islander peoples in our region. It brings together South East Queensland's Aboriginal Community Controlled Health Services (CCHSs), Primary Health Networks (PHNs), Hospital and Health Services (HHSs), the Mater, and the Queensland Ambulance Service to collaborate on a systems-focused and networked approach to achieving health system reform in South East Queensland in order to close the health gap between First Nations people and other Queenslanders by 2031.

Underpinned by the [Statement of Commitment](#) and delivered through a 10 year [South East Queensland First Nations Health Equity Strategy](#), partners work together to drive regional level reforms that improve access to health services and improve

health and wellbeing outcomes for First Nations people of South East Queensland. The Strategy includes key priority areas with actions being progressed to drive improvements in First Nations Health Equity, as well as regular Performance Reports

Health Equity Strategies

Each Hospital and Health Service (HHS) in Queensland is required under legislation to develop and implement Health Equity Strategies. The strategies outline the actions each HHS will deliver to achieve health equity, actively eliminate racial discrimination and institutional racism, and influence the social, cultural and economic determinants of health by working with Aboriginal and Torres Strait Islander organisations, health services, communities, consumers and Traditional Owners. Brisbane North PHN works closely with Metro North Health and Children's Health Queensland to support implementation of their Strategies.

Wunyah Child and Baby Welcome to Country Ceremony

The Wunyah Child and Baby Welcome to Country Ceremony occurs on the lands of the Kabi Kabi people. The PHN has worked with Aunty Debb Jackson and other community members to support the organisation of the celebration and cultural ceremony with Aboriginal and Torres Strait Islander families who have birthed on Kabi Kabi Country.

PHN staff have been involved for the past six years in the monthly working group meetings to plan and organise the Ceremony. So many stories were shared in the working group from families who are walking along our community partners, to continue to find ways to embed their cultural ways of '*being proud, belonging to our communities and becoming stronger*' on the journey of the Wunyah (Welcome) ceremonies each year.

Brisbane North PHN also provided sponsorship for the video package component of the Wunyah gathering; this is where families can have professional photos taken, for free, to welcome their little one to Country. Held in August annually, the Ceremony involves local Elders painting up the babies as they welcome them, and giving gifts including locally made clap sticks and kangaroo pelts. In 2024, there were 22 children and babies ranging from 1 to 18 months old registered.

Internal activities/initiatives

IUIH – Pathways, Our Way Academy (POWA) Trainees

The Pathways, Our Way Academy, known as POWA, supports Aboriginal and Torres Strait Islander people to complete training or traineeships in a variety of roles and qualifications. The PHN's Team Care Coordination Program are hosting IUIH school-based trainees working towards qualifications as Allied Health Assistants. POWA works with schools to ensure Aboriginal and Torres Strait Islander learners in year 10-12 can complete a training pathway in allied health and partner with organisations like Brisbane North PHN to provide on the job training and practical hands-on experience as part of their learning.

Staff Development Day activities

Since the inception of our progress towards our first RAP in 2018, the *Spirit of Reconciliation Working Group* has been instrumental in advocating for regular reconciliation-based activities as part of our Staff Development Days for all staff. Supported by the PHN Executive, activities have ranged from:

- connecting with local Turrbul Elder Aunty Maroochy and her family, for Welcome to Country ceremonies and story sharing
- workshops with staff to gather reflections on what they could do individually and within their team to promote reconciliation (170 ideas generated); matching to the 4 key pillars (Respect, Relationships, Governance, Opportunities)
- use of story sharing about personal connection to Country, and the development of artwork by Riki Salam (born and raised in Cairns on Yidindji land, with connections to Muralag, Kala Lagaw Ya, Meriam Mer, Kuku Yalanji peoples on his father's side and the Ngai Tahu people in the South Island of New Zealand on his mother's side) reflecting those stories
- Cultural engagement activity with the Banaam – Applied Cultural Intelligence.

Creative Conversations

Creative Conversations is a *Spirit of Reconciliation Working Group* initiative whereby we inspire discussion and education through short videos, external presenters, reading or other activities related to a specific First Nations topic. It offers a wonderful opportunity to expand staff knowledge related to reconciliation and the heritage and challenges facing First Nations people in modern Australia. Topics in recent times have included:

- Yarns Heal: Yarns Heal is a suicide prevention campaign for the Aboriginal and Torres Strait Islander and LGBTIQ+ Sistergirl and Brotherboy community. As their [website](#) mentions, “... *it's about sharing our stories and reaching out to our loved ones and Community Cultural Connectors when times are tough. Yarns Heal will help us learn how to better support one another and aims to strengthen our peer support systems so we can access help in culturally safe ways that nurture cultural healing, love and hope.*”
- 16th Anniversary of “The Apology” – what does it mean to be an ally?
- Privilege: what is it and how can we work to understand our place in it?
- Creating Brave Spaces course and discussion.
- Aboriginal and Torres Strait Islander youth suicide prevention and the protective effects of connection to culture.

National Reconciliation Week

During National Reconciliation Week (NRW), staff are invited to participate in a whole of organisation Acknowledgment of Country, which is filmed and placed on our social media platforms. People can acknowledge the Country on which they were born, or where they feel a particular connection. It prompts people to research the lands and names of the local custodians.

In our large all of staff meetings, we offer a presentation on the theme of NRW and a quiz to support and reinforce the knowledge shared. This is followed by a bush tucker morning tea sourced from local First Nations caterers and continues to be a highlight of the calendar.

Sorry Day Commemorations

Members of the *Spirit of Reconciliation Working Group* attend Sorry Day commemorations on the 26 May each year at Kalinga Park. The local Noonga Reconciliation Group conducts the ceremony which is widely attended by First Nations peoples and non-indigenous locals.

NAIDOC Week

Each year, staff are encouraged by the PHN to get involved with local NAIDOC Week events across the region. Activities are held on the lands of the Kabi Kabi, Jinibara and Turrbal peoples to the north of Brisbane (Caboolture and surrounds) and centrally on the lands of the Jagera people of inner Brisbane.

Relationships

Through working with community and for community, we aim to increase the life expectancy of First Nations people so that they enjoy the same expected lifespan as non-Indigenous Australians, improve the mortality rates for children, and improve access to culturally appropriate and high-quality healthcare. We work with community groups, other local service providers and other sectors to integrate and improve health services for Aboriginal and Torres Strait Islander peoples in the region. These actions are founded on the development of solid relationships with our community members and organisations, to allow reciprocal flow of information.

Action	Deliverable	Timeline	Responsibility
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. 	July 2025	Community Engagement Coordinator Communications and Engagement
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	September 2025	Lead: Manager Strategy and Partnerships Support: Community Engagement Coordinator Communications and Engagement
	<ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. 	September 2025	Lead: Manager Strategy and Partnerships Support: Community Engagement Coordinator Communications and Engagement
Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate <i>Reconciliation Australia</i>'s NRW resources and reconciliation materials to our staff. 	May 2025 and 2026	Lead: Co-Chairs Spirit of Reconciliation Working Group Support: Members Spirit of Reconciliation Working Group
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May- 3 June 2025 and 2026	Lead: Co-Chairs Spirit of Reconciliation Working Group Support: Members Spirit of Reconciliation Working Group
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May- 3 June 2025 and 2026	Lead: CEO Support: Executive Champion – Spirit of Reconciliation Working Group
	<ul style="list-style-type: none"> Organise at least one NRW event each year. 	27 May- 3 June 2025 and 2026	Lead: Co-Chairs Spirit of Reconciliation Working Group Support: Executive Champion – Spirit of Reconciliation Working Group
	<ul style="list-style-type: none"> Register all our NRW events on <i>Reconciliation Australia</i>'s NRW website. 	May 2025 and 2026	Co-Chairs Spirit of Reconciliation Working Group
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all staff. 	September 2026	Lead: CEO Support: Manager Communications and Engagement
Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Identify external stakeholders that our organisation can engage with on our reconciliation journey. 	November 2025	Lead: Executive Champion – Spirit of Reconciliation Working Group Support: Executive Leadership Team Community Engagement Coordinator Communications and Engagement
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly. 	September 2025 and 2026	Lead: CEO Support: Manager Communications and Engagement
	<ul style="list-style-type: none"> Implement strategies to engage our staff in reconciliation. 	Staff Development Days (6 monthly) <ul style="list-style-type: none"> September 2025 February 2026 July 2026 	Lead: Manager representative Spirit of Reconciliation Working Group Support: All Team Managers

Action	Deliverable	Timeline	Responsibility
Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Collaborate with Reconciliation Australia and other like-minded organisations to develop innovative approaches to advance reconciliation. 	September 2025 and 2026	Lead: Co-Chairs Spirit of Reconciliation Working Group Support: Executive Champion Spirit of Reconciliation Working Group
	<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. 	September 2025 and 2026	Lead: Manager Strategy and Partnerships Support: Executive Leadership Team
Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination. 	August 2025	Executive Manager People, Culture and Communications
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	August 2025	Lead: Executive Manager People, Culture and Communications
	<ul style="list-style-type: none"> Educate senior leaders on the effects of racism. 	September 2025 and 2026	Lead: Executive Manager People, Culture and Communications Support: Executive Champion Spirit of Reconciliation Working Group

Respect

A key Organisational Goal for Brisbane North PHN is to be informed and led by community voice. As an organisation, the PHN is dedicated to listening to our community and strengthening the voice of consumers and carers. We endeavour to build the capacity of people and communities to influence and lead system design. We particularly acknowledge our responsibility to ensure self-determination for First Nations peoples.

Enhancing the capacity of the organisation and its staff to appreciate the cultural heritage and ongoing connection to Country held by local Traditional Custodians is a key factor attached to the implementation of this RAP. Genuine engagement with Aboriginal and Torres Strait Islander cultures and histories provides a basis for respectful connection; this is imperative to progress the goal identified above.

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Develop a plan for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. 	August 2025	Lead: Executive Manager People, Culture and Communications Support: Executive Champion – Spirit of Reconciliation Working Group
	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	August 2025	Executive Manager People, Culture and Communications
	<ul style="list-style-type: none"> Provide opportunities for RAP Working Group members, People and Culture managers and other key leadership staff to participate in formal and structured cultural learning. 	August 2026	Executive Manager People, Culture and Communications
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. 	May 2025	Lead: Co-Chairs Spirit of Reconciliation Working Group Support: Manager Communications and Engagement
	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	July 2025	Lead: Executive Manager People, Culture and Communications Support: Co-Chairs Spirit of Reconciliation Working Group
	<ul style="list-style-type: none"> Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. 	Staff Development Days (6 monthly) <ul style="list-style-type: none"> September 2025 February 2026 July 2026 	Manager Communications and Engagement
	<ul style="list-style-type: none"> Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. 	<ul style="list-style-type: none"> Fortnightly all staff meetings Scheduled meetings with stakeholders and partners (throughout 2025/26) 	Co-Chairs Spirit of Reconciliation Working Group
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Raise awareness and share information amongst our staff about the meaning of NAIDOC Week. 	June 2025 and 2026	Co-Chairs Spirit of Reconciliation Working Group
	<ul style="list-style-type: none"> Introduce our staff to NAIDOC Week by promoting external events in our local area. 	June 2025 and 2026	Co-Chairs Spirit of Reconciliation Working Group
	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	First week in July 2025 and 2026	Co-Chairs Spirit of Reconciliation Working Group
	<ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events to all staff. 	First week in July 2025 and 2026	Co-Chairs Spirit of Reconciliation Working Group

Opportunities

Our ambition is to be known for driving organisational excellence with a thriving culture of collaboration, diversity, integrity, courage and impact. We have developed a Strategic People and Culture Plan in recognition of the vital role we play in working with others to understand our community and the outcome they seek, to produce best possible health and community care system for the people of our region. We believe in having a workforce that is representative of the community we serve, including First Nations people, and see opportunity in making true change for our community with and through our people. In addition, building capacity of providers to meet health needs of our region is a stated goal of Brisbane North PHN. Through our commissioning role we partner with a wide range of health services aimed at addressing gaps in current health service delivery and promote joint planning and collective impact approaches to align services toward community needs and opportunities. The PHN is committed to supporting and enabling culturally responsive, partnership-centred solutions that uphold the unique rights of Aboriginal and Torres Strait Islander peoples to create the right environment for Aboriginal and Torres Strait Islander peoples to participate equally across identified opportunities.

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> Based on the Cultural Audit Implementation Report (due June 2025) and the diverse workforce commitment made in the People and Culture Strategic Plan 2024 and beyond, implement activities to enhance recruitment, development and retention of Aboriginal and Torres Strait Islander employees to our organisation. Continue to monitor the attraction and retention of Aboriginal and Torres Strait Islander employees through the metrics reported in the People and Culture Governance Paper. 	August 2025	Lead: Executive Manager People, Culture and Communications Support: CEO Executive Leadership Team
	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	August 2025	Lead: Executive Manager People, Culture and Communications Support: CEO Executive Leadership Team
	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	August 2025	Executive Manager People, Culture and Communications
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses. 	October 2025	Chief Financial Officer
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	June 2025	Chief Financial Officer
	<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	September 2026	Chief Financial Officer

Governance

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain a RWG to govern RAP implementation. 	August 2025 and 2026	Lead: Board Chair Support: Executive Champion – Spirit of Reconciliation Working Group
	<ul style="list-style-type: none"> Establish Aboriginal and Torres Strait Islander representation on the RWG. 	August 2025	Executive Champion – Spirit of Reconciliation Working Group
	<ul style="list-style-type: none"> Establish and apply a Terms of Reference for the RWG. 	August 2025	Executive Champion – Spirit of Reconciliation Working Group
	<ul style="list-style-type: none"> Meet at least four times per year to drive and monitor RAP implementation. 	June 2025 and 2026 September 2025 and 2026 December 2025 March 2026	Lead: Executive Champion – Spirit of Reconciliation Working Group Support: Executive Assistant to Executive Managers
Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	March 2026	Spirit of Reconciliation Working Group CEO Support: Executive Leadership Team
	<ul style="list-style-type: none"> Engage senior leaders and other Staff in the delivery of RAP commitments. 	August 2026	Lead: Executive Champion – Spirit of Reconciliation Working Group CEO Support: Executive Leadership Team
	<ul style="list-style-type: none"> Appoint and maintain an internal RAP Champion from senior management, and PHN Teams. 	July 2025	Lead: Executive Leadership Team Support: Team Managers
	<ul style="list-style-type: none"> Define and maintain appropriate systems and capability to track, measure and report on RAP commitments. 	June 2025	Manager Knowledge, Planning and Performance
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> 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 2025 and 2026	Co-Chairs Spirit of Reconciliation Working Group
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey. 	1 August 2025 and 2026	Co-Chairs Spirit of Reconciliation Working Group
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Survey to Reconciliation Australia. 	30 September 2025 and 2026	Co-Chairs Spirit of Reconciliation Working Group
	<ul style="list-style-type: none"> Report RAP Progress to all Staff and senior leaders quarterly. 	February 2026 May 2025 and 2026 August 2025 and 2026 November 2025 and 2026	Co-Chairs Spirit of Reconciliation Working Group
	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings, annually 	November 2025 and 2026	Lead: Manager Communications and Engagement Support: Co-Chairs Spirit of Reconciliation Working Group Executive Leadership Team

Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> • Register via <i>Reconciliation Australia's website</i> to begin developing our next RAP. 	August 2026	Executive Champion – Spirit of Reconciliation Working Group
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Contact details for Reconciliation Action Plan

Contact details

Name: Gai Lemon

Position: Chair – Spirit of Reconciliation Working Group

Phone: 07 3490 3441

Email: gai.lemon@brisbanenorthernphn.org.au

Name: Rachelle Foreman

Position: Executive Champion - Spirit of Reconciliation Working Group

Phone: 07 3630 7317

Email: rachelle.foreman@brisbanenorthernphn.org.au

