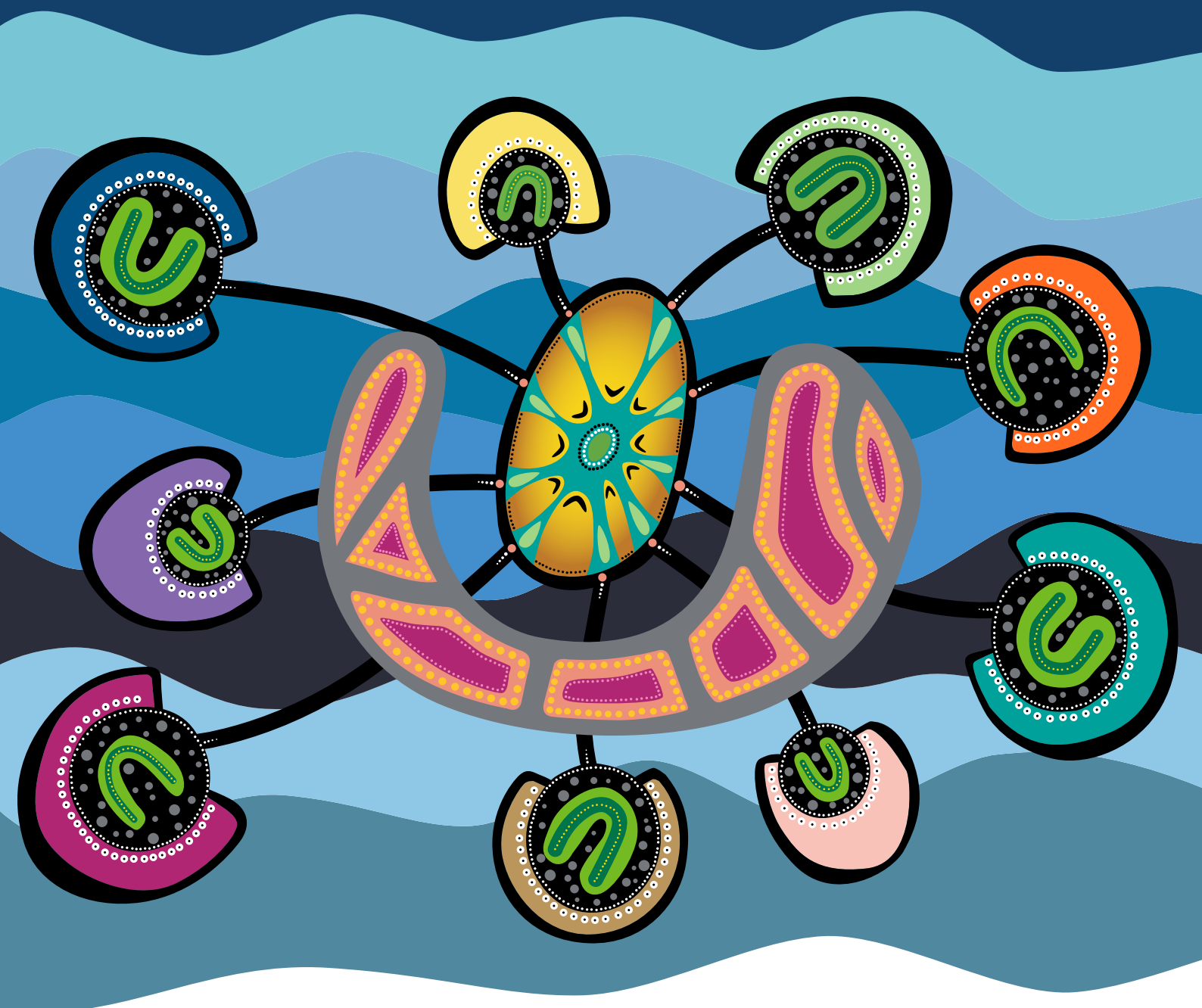


South Western Sydney PHN

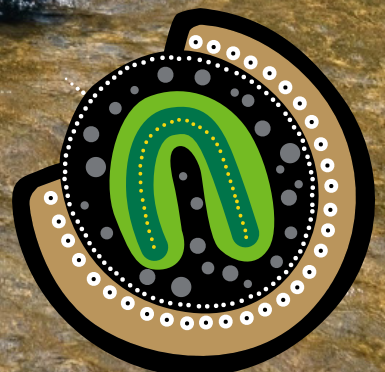
Reconciliation Action Plan

November 2025 – November 2027



Acknowledgment of Country

We acknowledge the traditional custodians of the lands across the region on which we work and live, the Dharawal, Dharug and Gundungurra people. We pay our respects to Elders past, present and future and we acknowledge the stories, traditions and living cultures of First Nations people on this land and commit to building a brighter future together.



All photos used in this document were commissioned by, or are the property of, SWSPHN, and are part of our image library.

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A message from South Western Sydney PHN

It is an honour to present South Western Sydney PHN's second Innovate Reconciliation Action Plan (RAP) 2025-2027.

On behalf of the Board, executive and staff, we pay our respects to the traditional custodians of the lands across the region on which we work and live, the Dharawal, Dharug and Gundungurra people and we acknowledge Elders past and present.

SWSPHN's vision for reconciliation is a community that understands, acknowledges and respects Aboriginal and Torres Strait Islander peoples, histories, cultures and achievements and supports moving forward together with a shared national identity.

Reconciliation for us is connection – connection to land and connection to people.

For us and our organisation, reconciliation means building meaningful relationships both in the community and with local services so together we can advance equitable health outcomes for Aboriginal and Torres Strait Islander people living in South Western Sydney.

We recognise the deep and lasting connection Aboriginal people have with the lands across the South Western Sydney region and we know this connection is important to the holistic health and wellbeing of local First Nations people.

For our staff, reconciliation means creating and fostering an inclusive workplace that celebrates diversity and celebrates respectful relationships.

In this plan we commit to turning the good intentions of the work achieved through our Reconciliation Action Plans thus far, into meaningful action, embedding respect for Aboriginal and Torres Strait Islander histories, cultures and communities and enabling staff to develop greater cultural awareness and professional development practices so our relationships are strengthened and health outcomes are improved.

I would like to thank the RAP working group for their dedication and commitment to enabling this important work to be done.

We know reconciliation is a journey and we thank our local First Nations communities who guide and support us on the journey.

Dr Keith McDonald PhD
Chief Executive Officer
South Western Sydney PHN



A message from Reconciliation Australia

Reconciliation Australia commends South Western Sydney Primary Health Network on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

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

With over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. South Western Sydney Primary Health Network continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken good will and transformed it into action.

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

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that South Western Sydney Primary Health Network will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to South Western Sydney Primary Health Network using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations

a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

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

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of South Western Sydney Primary Health Network's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations South Western Sydney Primary Health Network on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



About the artist and the artwork

The artwork featured on our cover and within this RAP was created by local artist Danielle Mate. Danielle is proud to live, work and have grown up on Dharawal land and is a descendant of the Murrawari people through her mother's maternal side, and Euahlayi people through her mother's paternal grandmother.

The artwork tells the story of South Western Sydney PHN and the work we do.

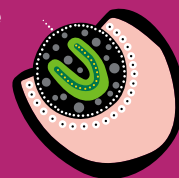
The centre oval represents South Western Sydney GPs, practice nurses and other primary care providers.

The large U shape that wraps around the central oval represents the support that PHNs provide to local primary care providers.

The seven segments within this U-shape represent the seven local government areas South Western Sydney PHN supports.

The lines that lead from the centre oval to the community symbolise the role of these primary care providers to 'feed' information to their clients and the wider community. The connected shapes are people, each shape is represented differently, to symbolise their individual needs. The outer u-shaped layer around the people shows the information building that strengthens them, allowing them to make well informed choices.

The seven background layers represent the national health priorities.



Our business

South Western Sydney Primary Health Network (SWSPHN) is a not-for-profit health organisation dedicated to improving the health of local residents. Our core business is to support and shape primary care services so all residents in our region can access the right care, at the right time, at the right location. We work closely with the community and healthcare providers to identify and analyse health needs and service gaps in our region and commission services that enhance equitable access to care. This will be achieved by realising our strategic goals of:

- » A healthier community and more enabled community
- » A better health system experienced by general practitioners and primary care providers
- » An integrated health system that is fit-for-purpose
- » Primary healthcare that demonstrates value
- » A trusted and socially responsible organisation

SWSPHN employs more than 100 staff members.

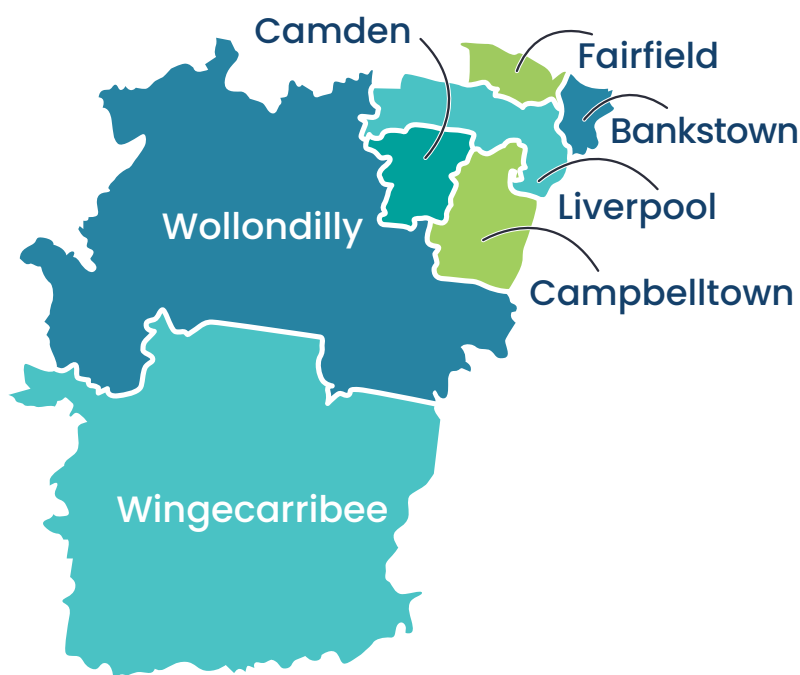
Governed by a Board of Directors, our staff consists of Executive Management, Senior Management, Team Leads and program and administrative staff. SWSPHN has one office location in Campbelltown.

As at 6 December 2024, SWSPHN has two out of 110 staff members (1.7%) who identified as Aboriginal and/or Torres Strait Islander people.



Our region

SWSPHN's catchment includes the traditional lands of the Dharawal, Dharug and Gundungarra people. Our office is located on Dharawal land in Campbelltown.



Our RAP

At SWSPHN, we aim to increase the support and services provided to Aboriginal and Torres Strait Islander peoples to access culturally appropriate health services. This involves building stronger relationships with Aboriginal and Torres Strait Islander people, stakeholders and organisations and increasing knowledge and deep understanding and awareness with our employees of Aboriginal and Torres Strait Islander histories and cultures. We believe accessing culturally appropriate care supported by culturally aware staff is a key factor in enhancing the health and wellbeing of an individual, their family and community. As a result, our work involves promoting the importance of cultural safety to mainstream health services.

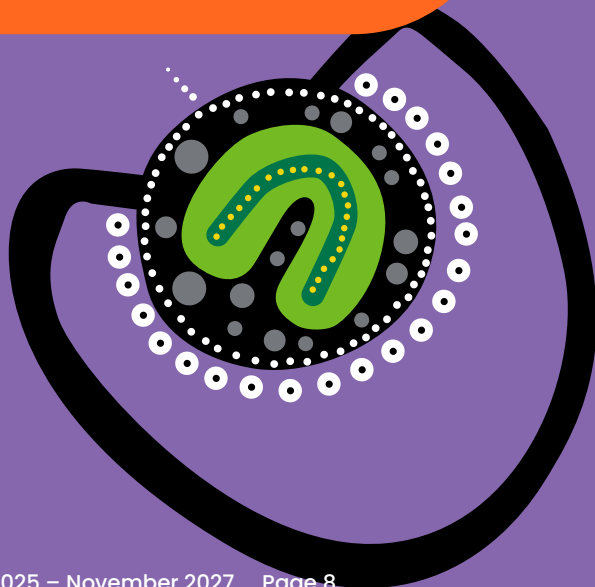
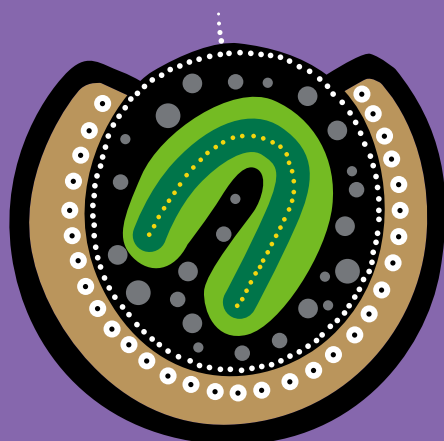
The development and implementation of health services in the South Western Sydney region requires respectful and meaningful engagement with the local Aboriginal and/or Torres Strait Islander community. We seek the views of our community to inform service design.

SWSPHN is developing a second Innovate RAP to continue the work and steps made towards reconciliation in our first Innovate RAP and Reflect RAP. Our second Innovate RAP will enable us as an organisation, and as individuals, to contribute to reconciliation by:

- » Turning our good intentions into action by fostering and embedding respect for Aboriginal and Torres Strait Islander histories, cultures and our communities.
- » Enabling staff to develop greater cultural awareness and professional development practices that will strengthen relationships with Aboriginal and Torres Strait Islander stakeholders.
- » Building and encouraging relationships between Aboriginal and Torres Strait Islander peoples, communities, organisations, and the broader Australian community.
- » Working towards improved health and wellbeing outcomes for Aboriginal and Torres Strait Islander people in South Western Sydney.

Our CEO and Director of Planning and Performance champion our Reconciliation Action Plan. Our RAP working group consists of:

- » Director of Planning and Performance (Executive sponsor)
- » Integration and Priority Populations Manager
- » Primary Care Workforce Manager
- » Digital Health and Data Manager
- » Acting Commissioning Manager
- » Quality and People Manager
- » Indigenous Health Project Officer
- » HealthPathways Coordinator
- » Mental Health and AOD Coordinator



There are currently two staff in the RAP working group who identify as Aboriginal or Torres Strait Islander people. SWSPHN has also engaged an external First Nations consultant to provide input and advice on implementation of the RAP.

SWSPHN facilitates an Aboriginal Advisory Committee. The committee comprises local community and service providers and provides advice on issues relating to the health of the South Western Sydney Aboriginal and/or Torres Strait Islander communities.

The Aboriginal Advisory Committee has been running for two years now, after the transition from the SWSPHN Aboriginal Network Committee.

The Advisory Committee meets quarterly and includes representatives from:

- » SWSPHN
- » Local Aboriginal Lands Councils
- » AMS and Aboriginal Health Services
- » community members
- » public health services
- » allied health
- » other agencies and NGOs.

The purpose of the Advisory Committee is to ensure Aboriginal needs and perspectives are considered in PHN planning, co-design, service commissioning and program evaluation.

The Advisory Committee forms part of the SWSPHN governance structure and reports to the SWSPHN Community Advisory Committee and SWSPHN Clinical Council.



Our vision for reconciliation

Our vision for reconciliation is a community that understands, acknowledges and respects Aboriginal and Torres Strait Islander peoples, histories, cultures and achievements and supports moving forward together with a shared national identity.

Within our business this means building meaningful relationships with our local community and services to advance equitable health outcomes for Aboriginal and Torres Strait Islander people living in South Western Sydney.

For our staff this means the creation of an inclusive workplace that celebrates diversity.



Since developing our First RAP in 2019, the following has been achieved:

Provision of RACGP approved Cultural Awareness Training annually for general practice staff including GPs, nurses and reception staff.

Positive feedback from participants since inception.

Cultural awareness training held for SWSPHN staff every two years. Different providers have been sourced each time to allow different ideas and perspectives to enhance learning outcomes.

Aboriginal Health toolkit for general practice developed and shared through newsletter, practice visits and on website.

Co-design of several services with the Aboriginal community, including Social and Emotional Wellbeing services which are delivered by Aboriginal Community Controlled organisations.

Provided sector capacity building opportunities through offering the certificate IV in Aboriginal primary health care to eight trainees in three organisations and the certificate IV in mental health to three trainees in three organisations (six organisations supported in total).

Implemented a new cultural acknowledgement protocol to support staff to deliver an Acknowledgement of Country, or organise a Welcome to Country for significant events.

Supported staff to engage in National Reconciliation Week activities.

Developed an Aboriginal Health Strategy, due for renewal in 2025.

Strengthened the previous 'Aboriginal Health Committee' to an Advisory Committee. This better recognises the key insights that can be gained from the stakeholders to benefit the Aboriginal community.





Relationships

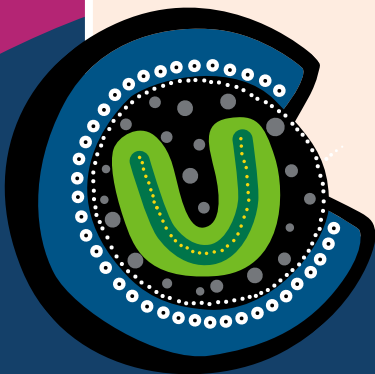
SWSPHN recognises the importance of respectful, trusting relationships with Aboriginal communities and service providers. By leveraging these relationships and listening with empathy we have the best opportunity to improve the health of the entire region. We acknowledge the expertise these stakeholders possess. We hope to achieve meaningful engagement of mutual benefit.

Aligns to the following strategic goals:

A healthier and more enabled community

A trusted and socially responsible organisation

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.	Sept 2026	Director of Planning and Performance IPP Coordinator
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Sept 2026	Director of Planning and Performance IPP Coordinator
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2026 & 2027	Communications Manager
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2026 & 2027	HealthPathways Coordinator
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2026 & 2027	Director of Planning and Performance
	Organise at least one NRW event each year.	27 May – 3 June 2026 & 2027	HealthPathways Coordinator
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2026 & 2027	IPP Manager



Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Implement strategies to engage our staff in reconciliation, including providing an overview of the RAP as part of staff induction.	March 2026	Quality and People Manager
	Communicate our commitment to reconciliation publicly. Align to outcomes achieved and key dates of significance. Include in SWSPHN Annual Report.	October 2026 & 2027	Communications Manager
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	October 2026	Communications Manager
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	October 2027	Senior Management
	Host a screening of the Last Daughter, or similar, for staff (SBS streaming list as a source of high quality material).	July 2026 & 2027	IPP Manager
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Feb 2026	Quality and People Manager
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	Feb 2026	Quality and people Manager
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	November 2026	Quality and people Manager
	Educate senior leaders on the effects of racism.	April 2027	Director of Planning and Performance
5. Ensure Aboriginal and Torres Strait Islander voices are included in our service design	Establish an engagement protocol for co-design activities to ensure Aboriginal and Torres Strait Islander people are represented.	April 2027	Director of Planning and Performance
	Ensure Aboriginal and Torres Strait Islander partnership organisations are included as part of co-design and reviews.	April 2027	Director of Planning and Performance



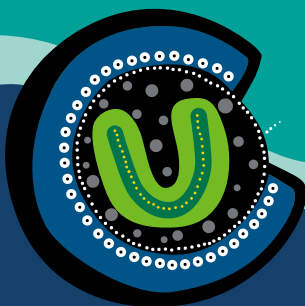
Respect

Respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights is important to SWSPHN. It supports building pride, understanding, appreciation and acknowledgement of the rich cultural heritage of our country. This is also provides opportunities to reflect and learn as individuals and an organisation as a whole.

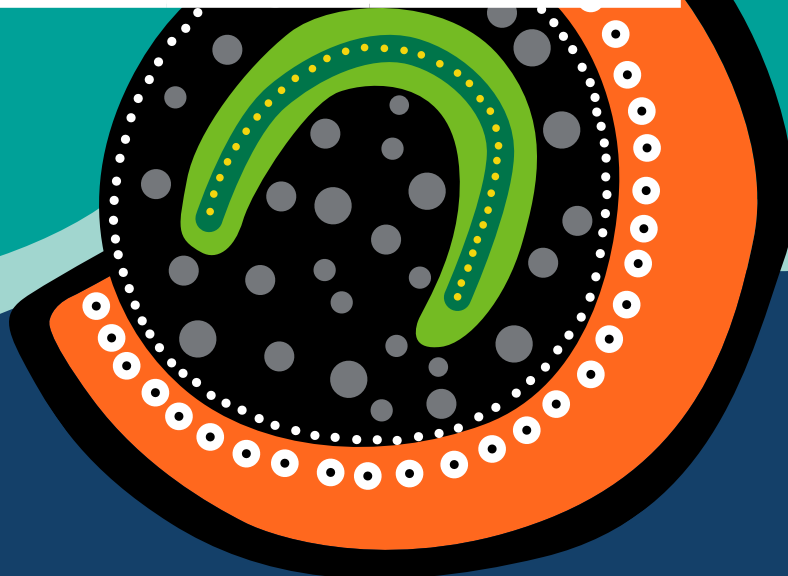
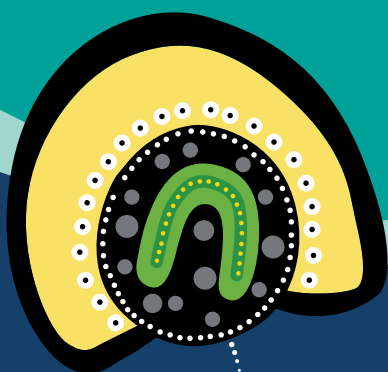
Aligns to the following strategic goals:

A trusted and socially responsible organisation

Action	Deliverable	Timeline	Responsibility
6. 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.	Dec 2026	Quality and People Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	Dec 2026	Quality and People Manager
	Develop, implement, and communicate a cultural learning strategy document for our staff.	Feb 2027	Quality and People Manager
	Provide opportunities for RAP Working Group members, HR, managers and other key leadership staff to participate in formal and structured cultural learning.	March 2026	HealthPathways Coordinator
	Investigate local cultural immersion experiences for staff.	February 2026 & 2027	Director of Planning and Performance
	Arrange cultural awareness training for staff every two years.	February 2027	Quality and People Manager



Action	Deliverable	Timeline	Responsibility
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Feb 2026	Workforce Manager
	Review, update as required and communicate cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Feb 2026	Workforce Manager
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	November 2025, 2026 & 2027	IPP Manager
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	April 2026 & 2027	IPP Manager
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2026 & 2027	HealthPathways Coordinator
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	April (annually)	HealthPathways Coordinator
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2026 & 2027	HealthPathways Coordinator





Opportunities

SWSPHN is home to a large Aboriginal and Torres Strait Islander population. We understand there are significant health and service needs for the community which require innovative and collaborative solutions to improve health outcomes of our Aboriginal and Torres Strait Islander communities.

To design and commission services to support the community, we need to sustain flourishing partnerships with existing organisations and community groups. This includes having skilled staff,

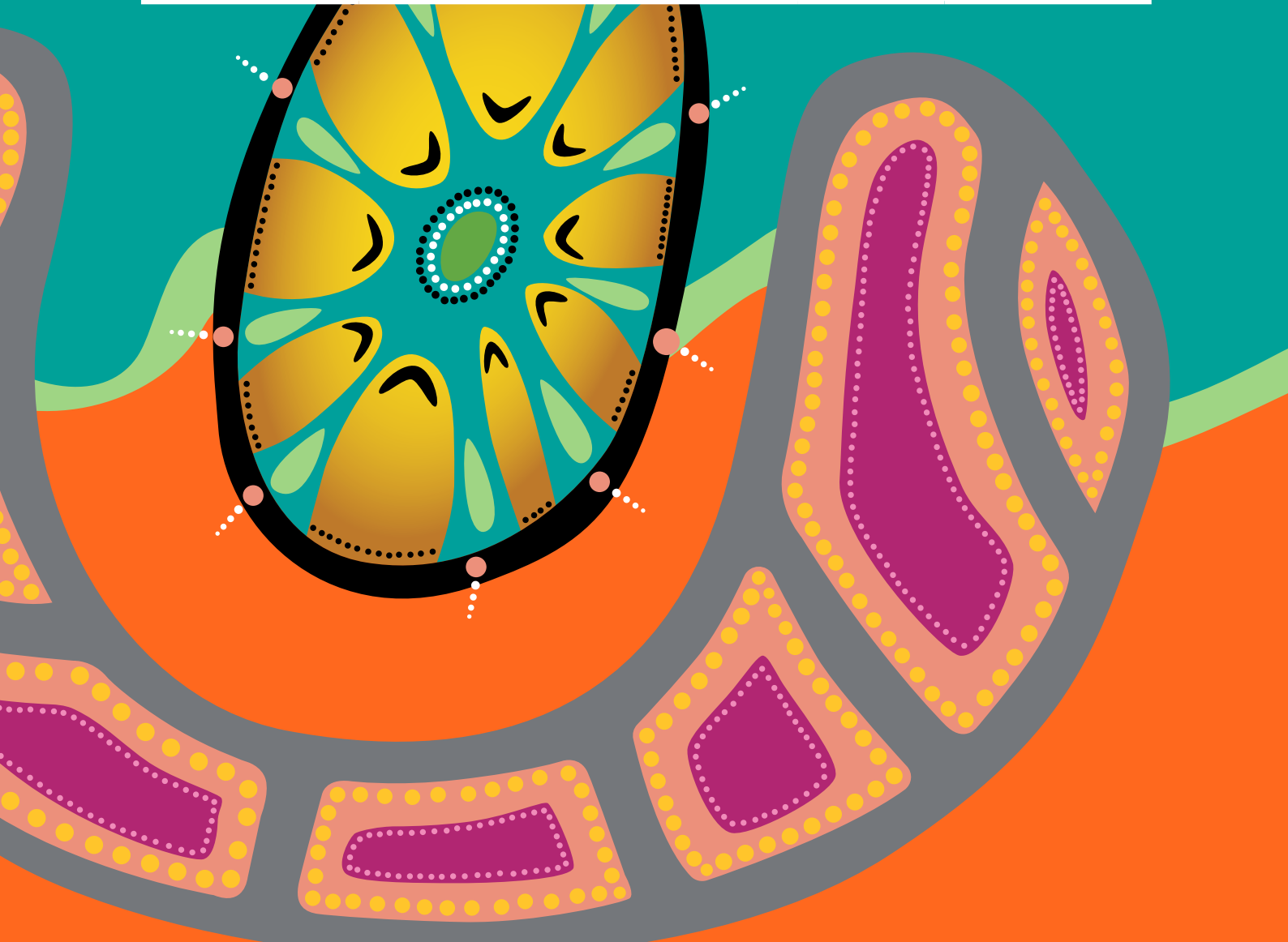
employed and professionally developed, to help SWSPHN ensure community needs are front of mind when designing services.

These services also need to be co-designed with relevant stakeholders. For procurement and service delivery, we need to support market capacity and capability. This includes supporting Aboriginal and Torres Strait Islander organisations in market approach activities and professional development of staff in these organisations to better meet the needs of the community.

Aligns to the following strategic goals: A trusted and socially responsible organisation

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Dec 2026	Quality and People Manager
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	March 2026	Quality and People Manager
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	March 2026	Quality and People Manager
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Jan 2026	Quality and People Manager
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Dec 2026	Quality and People Manager
	Increase percentage of Aboriginal and Torres Strait Islander staff employed in our workforce (baseline 1.7%).	Nov 2027	Director of Planning and Performance
	Support capacity building of Aboriginal and Torres Strait Islander staff in services we commission e.g TAFE courses for identified staff.	Nov 2025	Mental Health Manager

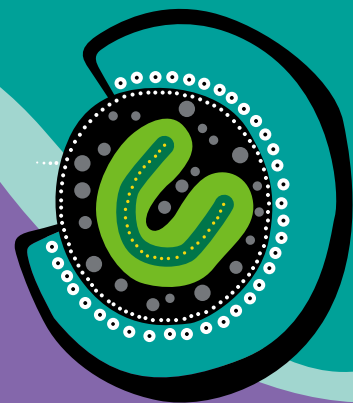
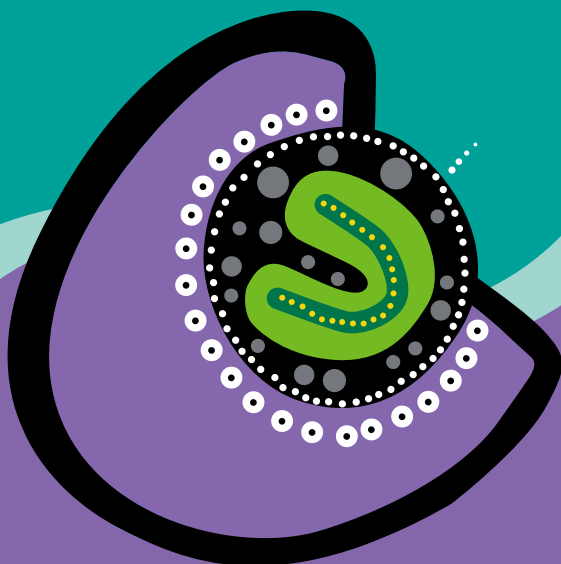
Action	Deliverable	Timeline	Responsibility
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	March 2027	Commissioning Manager
	Investigate Supply Nation membership.	Nov 2025	Director of Planning and Performance
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	June 2026	Director of Planning and Performance
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	March 2027	Commissioning Manager
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	March 2027	Director of Planning and Performance



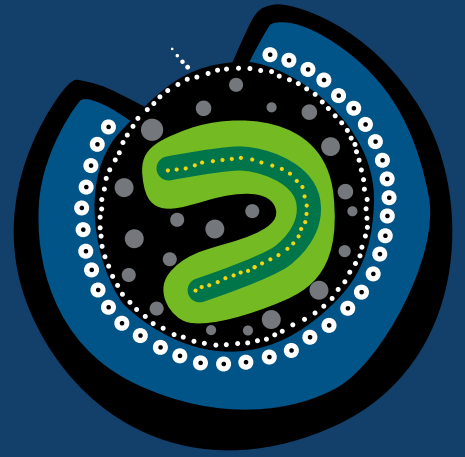


Governance

Action	Deliverable	Timeline	Responsibility
11. 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.	November 2025, 2026 & 2027	Director of Planning and Performance
	Review, update as required and continue to apply the Terms of Reference for the RWG.	November 2025, 2026 & 2027	Director of Planning and Performance
	Meet at least four times per year to drive and monitor RAP implementation.	November 2025, 2026 & 2027, Feb 2026 & 2027, May 2026 & 2027, August 2026 & 2027	Director of Planning and Performance
12. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	January 2026 & 2027	Director of Planning and Performance
	Engage our senior leaders and other staff in the delivery of RAP commitments.	November 2026 & 2027	Director of Planning and Performance
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	November 2025, 2026 & 2027	Director of Planning and Performance
	Maintain an internal RAP Champion from senior management.	January 2026 & 2027	Director of Planning and Performance



Action	Deliverable	Timeline	Responsibility
13. Provide appropriate support for effective implementation of RAP commitments.	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)	Director of Planning and Performance
	Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey	1 August (annually)	Director Planning and Performance
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia	30 September (annually)	Director Planning and Performance
	Publicly report our RAP achievements, challenges and learnings annually.	November 2026 & 2027	Director of Planning and Performance
	Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	July 2026	Director of Planning and Performance
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	November 2027	Director of Planning and Performance
	Report RAP progress to all staff and senior leaders quarterly.	Feb 2026 & 2027, May 2026 & 2027, August 2026 & 2027	Director of Planning and Performance
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	May 2027	Director of Planning and Performance



South Western Sydney PHN

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