

gateway  
health

People living well



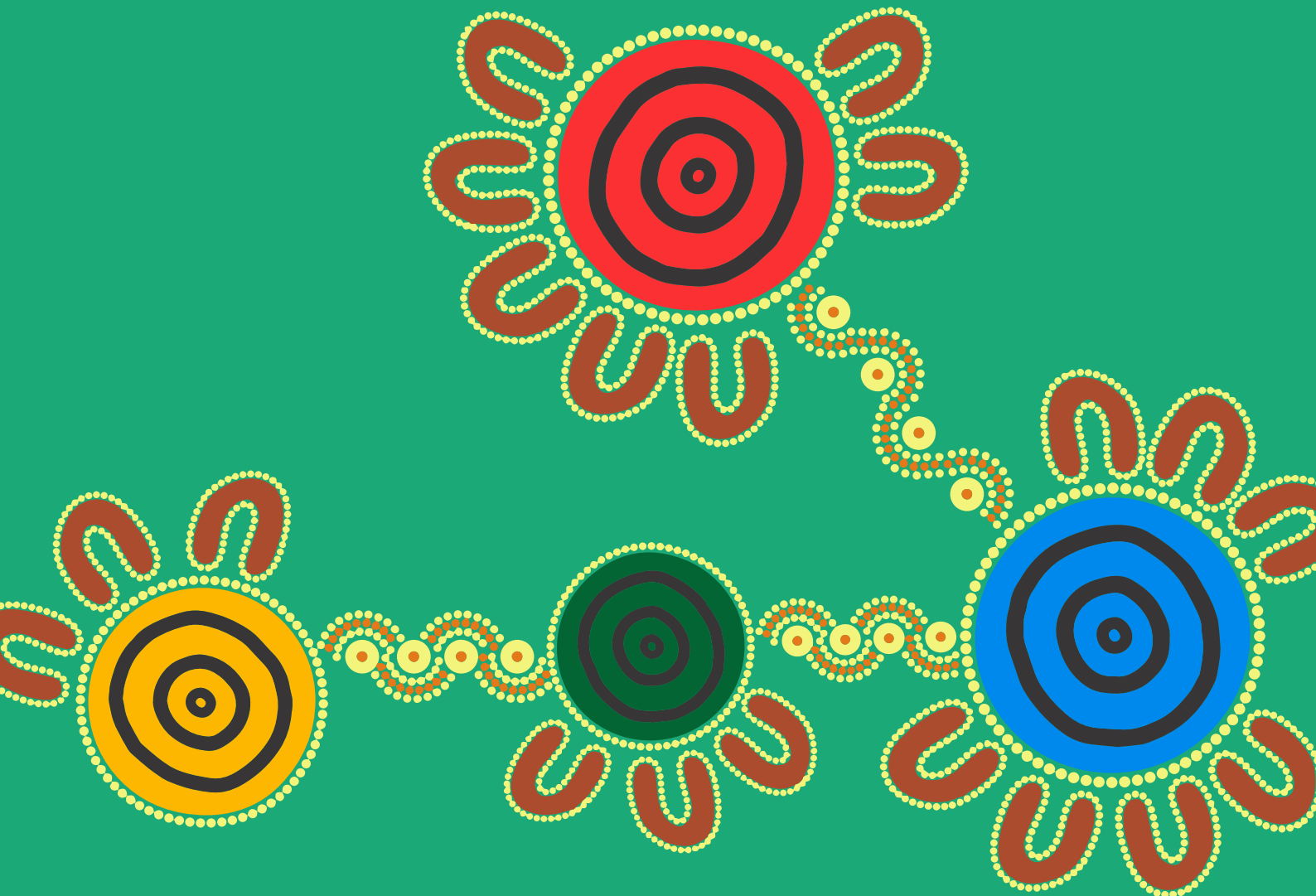
RECONCILIATION  
ACTION PLAN

INNOVATE

Show up, stand beside and listen

# Innovate Reconciliation Action Plan

November 2024 - November 2026



## Acknowledgement of Country

Gateway Health acknowledges the Traditional Custodians of this land on which we stand and pay our respect to Elders, past, present and emerging, for they hold the memories, the traditions and culture of all First Nations peoples.



Artist  
Kim Gorey

## Our Reconciliation Artwork

Kim Gorey is an Eastern Central Arrernte woman from Mparntwe (Alice Springs region), with the skin name Penangke. As part of Gateway Health's commitment to reconciliation, Kim created an artwork that embodies the spirit of community and holistic care.

Her painting symbolises the sites of Gateway Health across North East Victoria. Through its vibrant design, the artwork captures the interconnection between these locations, representing how Gateway Health delivers comprehensive services to the surrounding communities. Each site, as depicted in the

painting, reflects the unity, inclusivity and cultural sensitivity that underpin Gateway Health's approach to holistic care, fostering health and wellbeing across the region.

This artwork is more than a visual representation, it is a narrative of the services Gateway Health provides and the way it connects with First Nations and broader communities, promoting a shared journey of healing and support.

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# Chief Executive Officer Statement— Gateway Health



People living well

I am proud to present our second Innovate Reconciliation Action Plan (RAP), an essential part of our journey toward reconciliation. This RAP is more than a document, it embodies our values and commitment to fostering understanding, empathy and meaningful change. Central to this plan is our dedication to allyship, moving beyond words into action and rooted in fellowship with First Nations peoples. The theme, “Show Up, Stand Beside and Listen,” captures the essence of building trust and rapport. It invites us to be truly present, offering our time and attention as gestures of solidarity and engaging deeply with First Nations stories, histories and cultural perspectives.

Building lasting relationships requires recognising the ongoing struggles and systemic challenges faced by First Nations peoples, particularly in health and wellbeing. We cannot overlook the profound disparities, such as higher rates of chronic illnesses like diabetes and cardiovascular disease, along with mental health challenges exacerbated by social, economic, and historical injustices. Acknowledging these inequities is just the beginning of our responsibility.

Despite these challenges, we are continually inspired by the resilience, strength, and perseverance of First Nations communities. In the face of adversity, they have made extraordinary contributions to our shared society, enriching our cultural landscape and creating opportunities for future generations. Their achievements remind us of the strength inherent in diversity, the richness from embracing different cultural perspectives and the importance of a shared vision for a better future.

Our RAP reaffirms our commitment to building a future where the contributions

of all cultures, particularly First Nations peoples, are respected and celebrated. We believe in the power of collaboration, listening deeply and acting with intention. Through education, engagement and creating safe spaces for cultural exchange, we aim to break down barriers that perpetuate inequality and promote a future where equity is central to everything we do.

By investing in meaningful partnerships with First Nations communities, we seek to address persistent disparities, particularly in health and wellbeing and advocate for systems that are fair, inclusive and just. Our hope is that through this RAP, we can create ripples of change extending far beyond our organisation into our communities, region and beyond.

Together, as allies and partners, we can create a future where reconciliation is more than a goal, it becomes a lived reality where every individual, regardless of background, is empowered, valued and supported to thrive. Let us move forward with humility, compassion and a shared commitment to showing up, standing beside and listening as we journey toward true reconciliation and shared prosperity, forging a path toward a more inclusive and equitable future.

Trent Dean  
Chief Executive Officer  
Gateway Health



# Chief Executive Officer Statement— Reconciliation Australia

Reconciliation Australia commends Gateway Health on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

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

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

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

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

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 Gateway Health will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Gateway Health 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 Gateway Health 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, Gateway Health will ensure shared and cooperative success in the long-term.

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

Congratulations Gateway Health on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine  
Chief Executive Officer  
Reconciliation Australia



# Reconciliation Action Plan Working Group

Gateway Health would like to acknowledge and thank the Reconciliation Action Plan Working Group (RAPWG) for their commitment and enthusiastic contributions to the development of the RAP 2024/25.

The RAPWG comprises 3 First Nations staff and 8 non-Indigenous staff located in the Wodonga and Wangaratta offices.

## RAP Working Group Members

- Jacki Eckert - Chair and RAP Champion
- Clare Schultz - Health Promotion Coordinator
- Eden Porter - Allied Health Assistant
- Yvonne Hunter - Men's Behaviour Change Case Manager
- Tracey Farrant - Manager Equity and Participation (Wiradjuri)
- Steven Bruni - Marketing Officer
- Crystal Egan - Indigenous Community Support Case Worker (Kamilaroi)
- Kelly Molloy - Centre Coordinator Mental Health and Wellbeing Connect
- Maddie Wright - Customer Service Officer (Wiradjuri)
- Nicole Roberts - Employee Services Coordinator
- Stuart Harrison - Administration and Information Support Worker



Gateway Health | Wodonga



Burraja | Gateway Island Wodonga

## A message from our RAP champion

I am honoured to be nominated as Gateway Health's Reconciliation Action Plan Champion and to play a role in our organisation's commitment to reconciliation.

Building strong allyship with First Nations peoples is about more than just words—it's about turning up, standing beside, and truly listening. We have a unique opportunity to make a meaningful impact in the lives of First Nations peoples, their families, and their communities through genuine advocacy, partnerships, and the programs and services we offer.

I am committed to ensuring that Gateway Health not only improves access to our programs and support for First Nations peoples but also stands as a true ally in bridging the health gap. Our dedication to creating inclusive and welcoming

environments is central. We are focused on fostering cultural safety where all employees feel secure, respected, and valued. Embracing cultural differences, listening with intent, and learning from each other are key to this approach.

Our second Innovate Reconciliation Action Plan will work hand in hand with our First Nations Workforce Strategy and the First Nations Cultural Protocols and Guidelines. These initiatives are crucial to deepening our engagement with local First Nations peoples and organisations.

I am excited to stand with Gateway Health in this journey of reconciliation and look forward to working with the RAP Working Group, stakeholders, and staff as we bring the plan to life.



“We should recognise the past and the need to tell the stories of harm as well as celebration.”



**Jacki Eckert**  
RAP Champion  
Gateway Health





NAIDOC Week 2024 | Gateway Island Wodonga

# Our Business

Gateway Health is a not-for-profit company limited by guarantee and a registered Community Health Service under the Health Services Act 1988 (Vic). Our mission is to provide care and services that connect the community and strengthen individual and population health and wellbeing. We serve individuals, families, and communities across North East Victoria and parts of southern New South Wales, delivering health and welfare services throughout the lifespan—from before birth through childhood, adulthood, and older age.

As a leading community health service in the region, we support vulnerable and seldom-heard individuals and communities who are at a higher risk of poor health outcomes. Our main offices are located in Wodonga, Wangaratta, and Myrtleford, with additional services delivered from sites in Benalla and Shepparton. We operate on the lands of the Wiradjuri, Duduroa Dhargal, Bpangerang, Dalka Warra Mittung, Dhudhuroa Waywurru, Gunai Kurnai, Jaithmathang, Taungurung, Yorta Yorta and Warwurru (Pallanganmiddang) peoples.

Our team consists of approximately 380 staff, with about 2% identifying as First Nations people. We are committed to advocating for health equity and social justice, actively shaping public health policies, promoting health education, and fostering partnerships with other health and social service providers. Our goal is to create a supportive and inclusive environment that enhances health outcomes for all community members, particularly those from marginalised and underserved groups.

Our values and principles guide every aspect of our work, shaping the organisational culture, strategy, and service delivery:

**Advocacy:** We advocate for fair and equitable access to health care and wellbeing services for all.

**Respect:** We respect the strength of individuals and the community, recognising their capacity to recover from adversity.

**Adaptability:** We emphasise the importance of being adaptable and responsive to meet community needs.

**Collaboration:** We actively listen and work alongside the community to design and deliver better solutions.

**Learning Culture:** We believe in fostering a learning culture to enhance the wellbeing of staff, clients, and the community.

**Integration:** We contribute to creating a connected and integrated health and community care system to achieve the best outcomes for our clients and community.

Gateway Health ensures our services are safe, easy to access, and client-centric, providing care that responds to the whole person. We work in partnership with key First Nations Health Services and First Nations Community-Controlled Organisations to enhance culturally appropriate service delivery to clients. Together, we strive for seamless integration of care between providers, to help ensure the best possible health outcomes for our community members.



NAIDOC Week 2024 | Gateway Island  
Wodonga

# Our Vision for Reconciliation

Our vision for reconciliation centres on ensuring equitable and affordable access to community health services for First Nations peoples across Albury, Wodonga, Towong, Indigo, Alpine, Wangaratta, Benalla, and Mansfield local government areas and reaching into the Greater Shepparton, Greater Hume and Snowy Valleys local government areas. This vision reflects our broader organisational vision for people to live well across their lifespan.

As a regional community health organisation, we embrace our role in fostering health and wellbeing for all, particularly by addressing the unique strengths and needs of First Nations peoples. We recognise the resilience of First Nations people in North East Victoria and their ability to overcome historical, socio-economic, and systemic challenges including intergenerational trauma, geographic isolation, cultural dislocation, and dispossession of Country.

First Nations communities demonstrate remarkable resilience in the face of intergenerational trauma, geographic isolation, cultural dislocation, and dispossession of Country. Despite these challenges, they continue to thrive and contribute richly to our collective community. We acknowledge the strength displayed in addressing mental health issues and chronic diseases like diabetes, cardiovascular disease, and respiratory conditions.

We are dedicated to creating meaningful impact through culturally safe services and workplaces. This involves building deep relationships with community leaders, listening intently to community voices, and learning from the wisdom of Elders. By embedding these learnings into our practices,

we ensure that consistent and robust community consultation informs our policy and service development, leading to more effective and lasting outcomes.

We stand beside First Nations community members and groups to celebrate their resilience and courage, participating in celebrations and commemorative occasions. We commit to engaging in truth-telling to understand the historical and ongoing impacts of dispossession, colonisation, and genocide, and to highlight the strengths, resilience, and endurance of First Nations people.

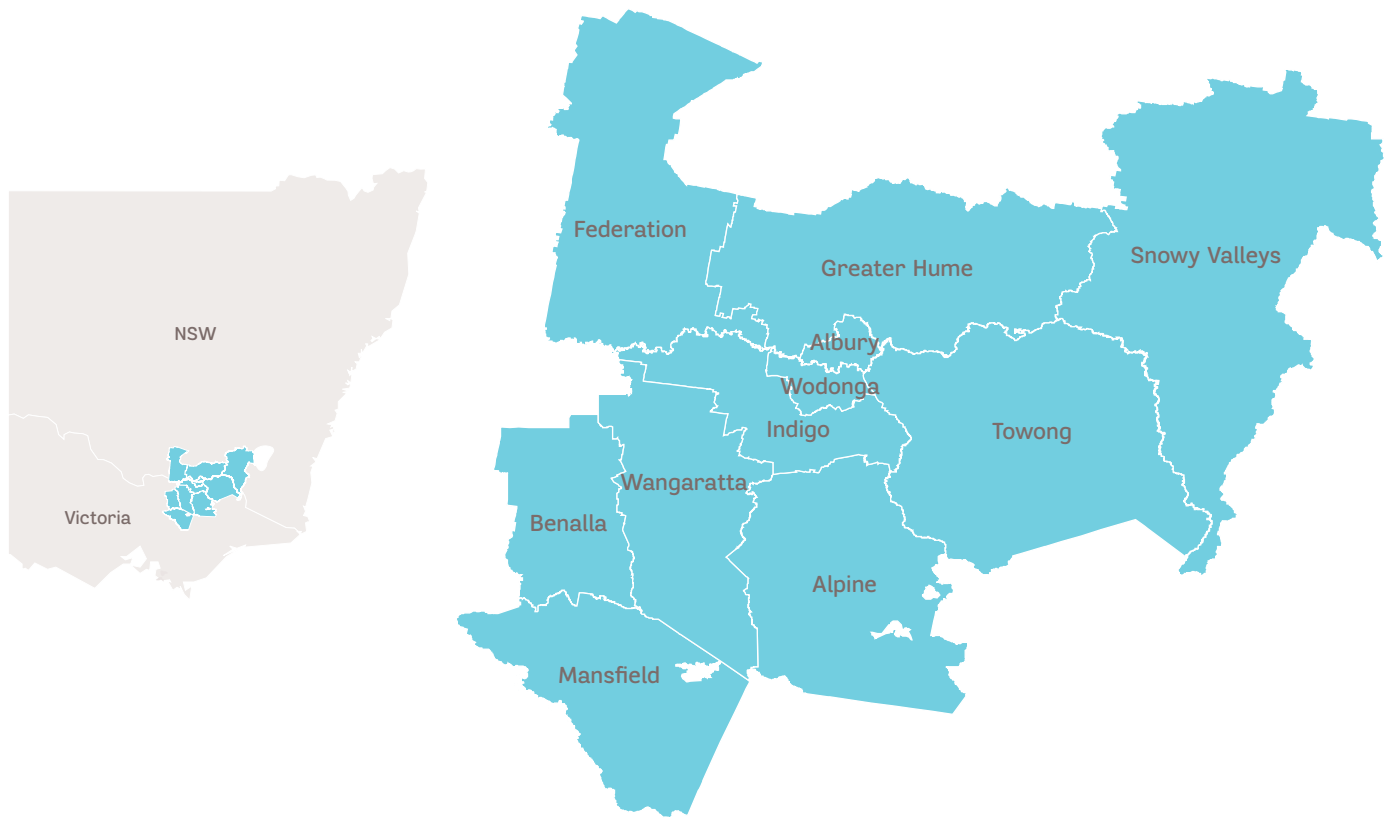
Together, we will create a healthier, more inclusive community.

*“By embracing the principles of respect, relationships, opportunities and accountability outlined in the RAP, Gateway Health can contribute to advancements in reconciliation and foster a more harmonious society where all individuals are valued and respected.”*



**Steven Bruni**  
RAPWG member  
Gateway Health

# Our Communities



With main offices in Wodonga, Wangaratta, and Myrtleford, and services delivered from sites in Benalla and Shepparton, we offer a wide range of centre based and outreach, State and Commonwealth-funded services across the lands of the Wiradjuri, Duduroa Dhargal, Bangerang, Dalka Warra Mittung, Dhudhuroa Waywurru, Gunai Kurnai, Jaithmathang, Taungurung, Yorta Yorta, and Warwurru (Pallanganmiddang) peoples.

Our sphere of influence extends beyond direct healthcare delivery. As a community health service, we play a pivotal role in advocating for health equity and social justice. We are actively involved in shaping public health policies, promoting health education, and fostering partnerships with other health and social service providers. Through these efforts, we aim to create a supportive and inclusive environment that enhances the health outcomes of all community members, particularly those from marginalised and underserved groups.



# Our Reconciliation Action Plan

## Our Commitment

*Our commitment is grounded in the principles of “show up, stand beside and listen”, driving Gateway Health’s efforts to build trust, foster understanding and create lasting, meaningful change within First Nations communities and the broader region we serve.*

Gateway Health is committed to building a more inclusive, accessible, and equitable community, aligning with our vision for people to live well across their lifespan. Our commitment to a Reconciliation Action Plan (RAP) is a crucial step in addressing the health disparities faced by First Nations across our catchment.

Our RAP journey began with the successful implementation of our Reflect RAP, followed by our initial Innovate RAP where we achieved more than 90% of our strategic goals.

This new RAP builds on these achievements, focusing on deeper consultation and relationship building and more robust processes to ensure meaningful and lasting impact.

We have talked with staff, participated in state and national seminars and networks, reviewed literature, and yarned with local First Nations community leaders. We have drawn on consultation outcomes from other community organisations. This knowledge and experience have allowed us to identify where are greatest opportunities and challenges lie.

The invaluable insights shared by local First Nations community leaders emphasised the significance of “showing up” at First Nations organised events and activities. They underscored the importance of demonstrating our ability to listen before

seeking any engagements. Particularly notable was the emphasis on rebuilding trust, especially in the aftermath of the referendum campaign, during which trust was eroded, leading some First Nation organisations to lose faith in the broader community.

In direct response to these concerns, we have themed this iteration of our RAP around the principles of “show up, stand beside and listen”, aligning our commitment to reconciliation with actions that foster trust, understanding, and active engagement within the community.

We believe reconciliation should be part of how we do business, embedded into our organisational “DNA”. This RAP aims to strengthen the depth and sustainability of our cultural competency, ensuring that everyone in our community is aware of and supports First Nations reconciliation, health, wellbeing, and dignity.

By integrating the insights and feedback from our extensive consultations, we are confident that this Innovate RAP will contribute a more inclusive, equitable, and supportive environment for First Nations. Together, we can create a healthier, more inclusive community where everyone thrives.

# Some successes from our last RAP

- Reconciliation Week and NAIDOC Week are permanently endorsed events in Gateway Health's annual calendar, including internal promotions and social media
- The workforce is culturally safe and responsive through compulsory cultural inclusion training
- The organisation has listened to Elders express needs and aspirations through the First Nations Seniors Consultative Circle
- Consultations with local Traditional Owners and First Nations advisors were held to produce the First Nations Cultural Guidelines and Protocols for all staff
- The lease on Burrinja Cultural Centre was relinquished so that guardianship could be transferred to an First Nations Community-Controlled Agency
- Participation in engagement opportunities with local First Nations organisations and communities
- Participation in local planning and support for key events

*"A RAP ensures our good intentions of improving at being welcoming and inclusive are formalised and reported on."*



Tracey Farrant (Wiradjuri)  
RAPWG member  
Gateway Health

*"The RAP provides our employees a roadmap/guide on how to engage respectfully with First Nations people."*



Nicole Roberts  
RAPWG member  
Gateway Health

# Our Deliverables

## Relationships

Focusing on relationships is vital to the success of our Reconciliation Action Plan because it lays the foundation for trust and mutual respect with First Nations communities. By actively listening, participating in community events, and committing to cultural sensitivity, we foster meaningful change and strengthen trust. This approach ensures our services are culturally competent and inclusive, addressing health disparities and promoting dignity and wellbeing for all, aligning with our vision of people to live well across their lifespan.

<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
1. Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.	1.1 Meet with local First Nations stakeholders and organisations to develop guiding principles for future engagement.	June 2025	Chief Executive Officer & Chief Strategy Officer
	1.2 Develop and implement an engagement plan to work with First Nations stakeholders and organisations.	December 2024	Manager Equity and Participation
	1.3 Create a set of tools and resources to help staff interact effectively with First Nations individuals and groups	December 2024	Manager Equity and Participation
	1.4 Encourage and enable staff to spend in-person time with First Nations groups and organisations to build a sense of connection and fellowship.	December 2024 & 2025	Chief Executive Officer
	1.5 Maintain active involvement in relevant stakeholder networks to support information sharing, collaborative advocacy and project development.	June 2025 & 2026	Manager Equity and Participation
	1.6 Executive team and/or Board members attend 2 relationship-building activities per year to connect with First Nations consumers. For example: attend a yarning circle, or a Consultative Committee activity	June 2025 & 2026	Chief Executive Officer



Relationships			
Action	Deliverable	Timeline	Responsibility
2 Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	April 2025 & 2026	Marketing and Engagement Coordinator
	2.2 RAP Working Group members to participate in an external NRW event.	May 27 to June 3 2025	Chief Strategy Officer
	2.3 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	June 2025 & 2026	Chief Strategy Officer
	2.4 Organise at least one NRW event each year.	May 2025 & 2026	Manager Equity and Participation
	2.5 Register all our NRW events on Reconciliation Australia's NRW website.	May 2025 & 2026	Manager Equity and Participation
3 Promote reconciliation through our sphere of influence.	3.1 Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	January 2025	Manager Equity and Participation
	3.2 Communicate our commitment to reconciliation publicly through social media, internet, and other avenues as appropriate	December 2024 & 2026	Manager Equity and Participation
	3.3 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	June 2025 & 2026	Manager Equity and Participation
	3.4 Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	June 2025 & 2026	Manager Equity and Participation

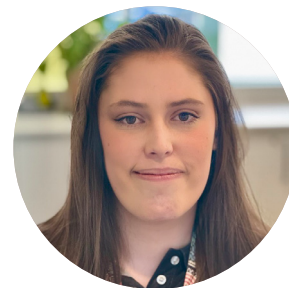
Relationships			
Action	Deliverable	Timeline	Responsibility
3 Promote reconciliation through our sphere of influence (Continued).	3.6 During orientation training, have a member of the Reconciliation Working Group (RWG) introduce all new staff to Gateway Health's dedication to reconciliation.	November 2024	Manager Equity and Participation
	3.7 Encourage staff to get involved in Gateway Health's reconciliation efforts by inviting them to join the Reconciliation Working Group (RWG).	December 2024 & 2025	Manager Equity and Participation
4 Promote positive race relations through anti-discrimination strategies.	4.1 Conduct an annual review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2025	Chief People and Capability Officer
	4.2 Review and communicate an anti-discrimination policy for our organisation.	September 2025	Chief People and Capability Officer
	4.3 Engage with First Nations staff and/or First Nations advisors to consult on our anti-discrimination policy.	September 2025	Chief People and Capability Officer
	4.4 Educate senior leaders on the effects of racism.	April 2025 & 2026	Manager Equity and Participation

*“If you have come to help me you are wasting your time. If you have come because your liberation is bound up with mine, then let us work together (Dr Lilla Watson).”*



**Stuart Harrison**  
RAPWG member  
Gateway Health

*“We as an organisation can do better to support our community.”*



**Madelyn Wright (Wiradjuri)**  
RAPWG member  
Gateway Health

## Respect

Respect is the cornerstone for effective collaboration and trust. By valuing First Nations people's histories and knowledge, we enhance cultural competency and inclusivity, addressing health disparities and promoting equity. This commitment creates a supportive environment for a healthier, more inclusive community where everyone can flourish.

<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
5 Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.	5.1 Conduct an annual review of cultural learning needs within our organisation.	January 2025 & 2026	Manager Equity and Participation
	5.2 Consult local Traditional Owners and/or First Nations advisors to inform our cultural learning strategy.	April 2025	Manager Equity and Participation
	5.3 Develop, implement, and communicate a cultural learning strategy document for our staff.	July 2025	Manager Equity and Participation
	5.4 All staff to participate in cultural awareness training annually	November 2025 & 2026	Employee Services Coordinator
	5.5 Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	September 2025	Manager Equity and Participation
	5.6 Use social media and other channels to provide statements of support and raise awareness around culturally significant dates for First Nations peoples.	November 2024 & 2025	Coordinator Marketing and Engagement
6 Demonstrate respect to First Nations peoples by observing cultural protocols.	6.1 Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	November 2025	Manager Equity and Participation
	6.2 Develop, implement, communicate and review a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	December 2024 & 2025	Manager Equity and Participation

Respect			
Action	Deliverable	Timeline	Responsibility
6 Demonstrate respect to First Nations peoples by observing cultural protocols. (Continued).	6.3 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	December 2024 & 2025	Manager Equity and Participation
	6.4 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June 2025 & 2026	Manager Equity and Participation
7 Build respect for First Nations cultures and histories by celebrating NAIDOC Week.	7.1 RAP Working Group to participate in an external NAIDOC Week event.	July 2025 & 2026	Chief Strategy Officer
	7.2 Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	April 2025 & 2026	Chief People and Capability Officer
	7.3 Promote and encourage participation in external NAIDOC events to all staff.	July 2025 & 2026	Manager Equity and Participation



NAIDOC Week 2024 | Gateway Island Wodonga

## Opportunities

Opportunities for First Nations peoples are crucial to our core business activities because they foster diversity, equity, and inclusion. By prioritising employment, procurement, professional development, and retention, we support community empowerment and cultural richness.

<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
8 Improve employment outcomes by increasing First Nations recruitment, retention, and professional development.	8.1 Build understanding of current First Nations staffing to inform future employment and professional development opportunities.	December 2024	Chief People and Capability Officer
	8.2 Engage with First Nations staff to consult on our recruitment, retention and professional development strategy.	October 2025	Chief People and Capability Officer
	8.3 Review the First Nations recruitment, retention and professional development strategy to monitor ongoing effectiveness.	June 2026	Chief People and Capability Officer
	8.4 Advertise job vacancies to effectively reach First Nations stakeholders.	January 2025 & 2026	Employee Services Coordinator
	8.5 Review HR and recruitment procedures and policies to remove barriers to First Nations participation in our workplace.	January 2025	Chief People and Capability Officer
	8.6 Further explore opportunities for development of student placement and traineeship positions for First Nations young people.	June 2025	Employee Services Coordinator
	8.7 Investigate a culturally responsive supervision program for First Nations staff	October 2025	Wellbeing and Engagement Coordinator
	8.8 Include feedback on how we can be a better employer of First Nations people in First Nations staff members exit interviews and People Matters Surveys	December 2025	Employee Services Coordinator

<b>Opportunities</b>			
<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
9 Increase First Nations supplier diversity to support improved economic and social outcomes.	9.1 Develop and implement an First Nations procurement strategy.	June 2025	Chief Financial Officer
	9.2 Investigate Supply Nation membership.	December 2024	Chief Financial Officer
	9.3 Develop and communicate opportunities for procurement of goods and services from First Nations businesses to staff.	June 2025	Chief Financial Officer
	9.4 Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	June 2025	Chief Financial Officer
	9.5 Develop commercial relationships with First Nations businesses.	June 2025	Chief Financial Officer
10 Increase the cultural appropriateness of our current services for First Nations clients and communities	10.1 Explore collaborations with local Traditional Owners or First Nations community members to create training that focuses on local context and history, addressing employees' cultural learning needs.	April 2025	Manager Equity and Participation
	10.2 Perform regular reviews of feedback, incidents, and complaints regarding breaches to cultural safety captured on our incident	March 2025 & 2026	Manager Quality and Risk
	10.3 Conduct regular reviews of our current programs to ensure that they are culturally appropriate and responsive to First Nations communities' needs	March 2025 & 2026	Manager Equity and Participation
	10.4 Ensure programs for children and young people meet the Child Safety Standards in relation to First Nations clients.	May 2025 & 2026	General Manager Community Care
	10.5 Annually review the Health Literacy Plan and related policies, procedures, and publications to ensure culturally appropriate language and relevance for First Nations communities	November 2024 & 2025	Manager Equity and Participation

*“The RAP means my workplace is implementing Cultural change to support First Nations staff and our First Nations Community.”*



**Crystal Egan (Kamilaroi)**  
RAPWG member  
Gateway Health

*“The RAP provides support for us to engage and work with communities in a meaningful way.”*



**Clare Schultz**  
RAPWG member  
Gateway Health



**Trent Dean, Patricia Lyons & Jonathon Condron**

**Gateway Health Ally Shirts Introduced in 2024**

<b>Governance</b>			
<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
11 Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	11.1 Maintain First Nations representation on the RWG.	September 2025, 2026	Manager Equity and Participation
	11.2 Establish and apply a Terms of Reference for the RWG.	November 2024	Manager Equity and Participation
	11.3 Meet at least four times per year to drive and monitor RAP implementation.	Nov 2024, Feb, May, Aug, Nov 2025 Feb, May, Aug 2026	Manager Equity and Participation
12 Provide appropriate support for effective implementation of RAP commitments.	12.1 Define resource needs for RAP implementation.	December 2024	Chief Strategy Officer
	12.2 Engage our senior leaders and other staff in the delivery of RAP commitments.	December 2024	Chief Strategy Officer
	12.3 Define and maintain appropriate systems to track, measure and report on RAP commitments.	November 2024	Manager Equity and Participation
	12.4 Appoint and maintain an internal RAP Champion from senior management.	November 2024	Chief Executive Officer
13 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	13.1 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, 2026	Manager Equity and Participation
	13.2 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August 2025, 2026	Manager Equity and Participation
	13.3 Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	3 September 2025, 2026	Manager Equity and Participation
	13.4 Report RAP progress to all staff and senior leaders quarterly.	Nov 2024, Feb, May, Aug, Nov 2025 Feb, May, Aug 2026	Marketing and Engagement Coordinator
	13.5 Publicly report our RAP achievements, challenges and learnings through the annual report.	December 2024, 2025	Manager Equity and Participation



<b>Governance</b>			
<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
14 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	14.1 Complete an investigation report detailing findings and recommendations on participation in the Workplace RAP Barometer.	May 2026	Manager Equity and Participation
15 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	15.1 Prepare and submit the traffic light report summarising the achievements, challenges and future goals related to this RAP.	November 2026	Manager Equity and Participation
16 Continue our reconciliation journey by developing our next RAP.	16.1 Develop a comprehensive Reconciliation Action Plan outlining the objectives, strategies, and actions for the next phase.	May 2026	Manager Equity and Participation
17 Register via Reconciliation Australia's website to begin developing our next RAP.	17.1 Complete the registration process on Reconciliation Australia's website to initiate the development of the next RAP.	May 2026	Manager Equity and Participation



Gateway Health HIPPY Team

**Edditana Paniora, Charmaine Young, Gemma Collins, Amanda Armstrong | Woodland Grove Wodonga**



Stephen Gibbs - Recovery Support Worker | Henty Machinery Field Days 2024 (Wiradjuri Country)

Show up, stand beside and listen



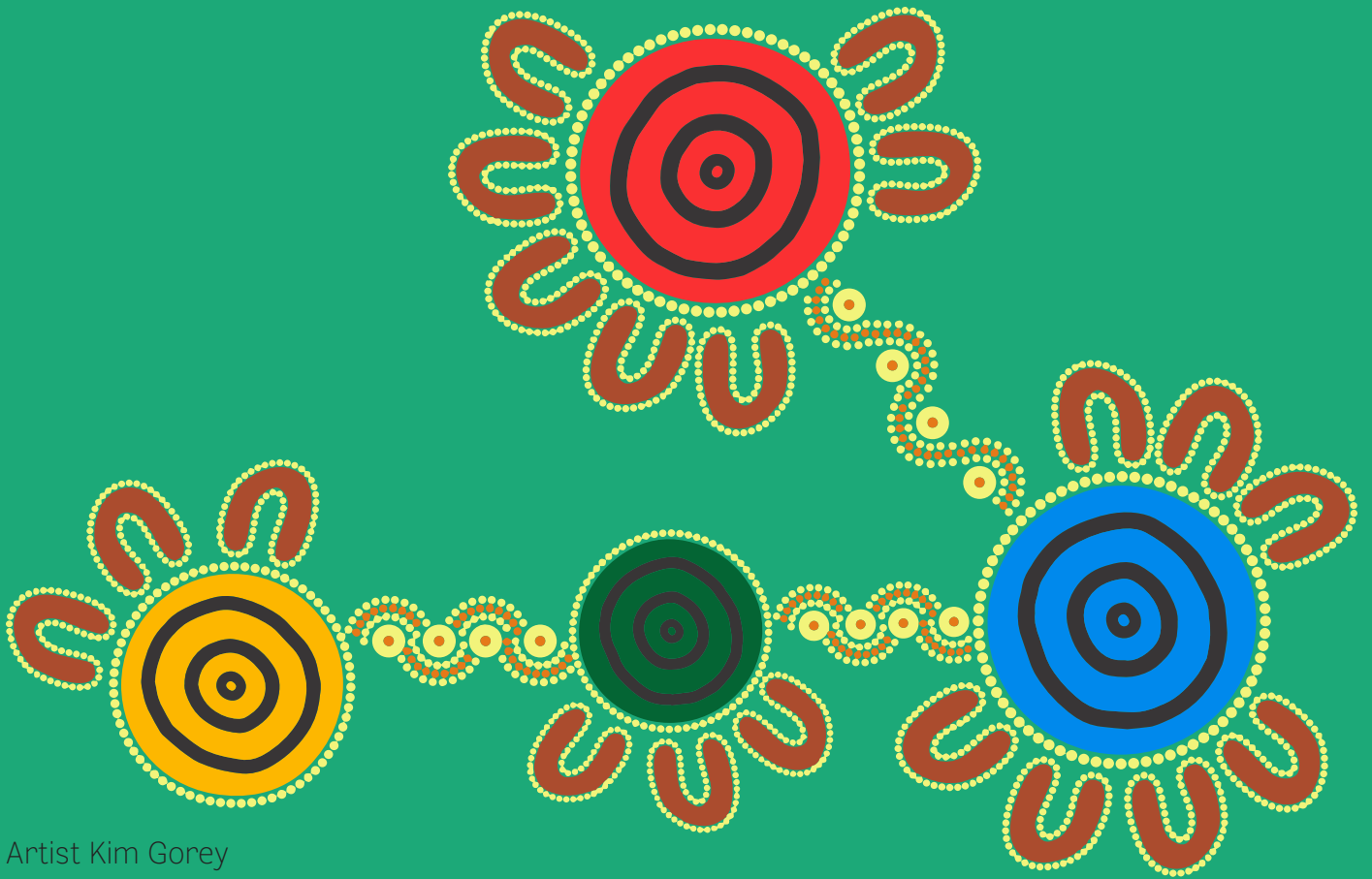
gateway  
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People living well



RECONCILIATION  
ACTION PLAN

INNOVATE



Artist Kim Gorey

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