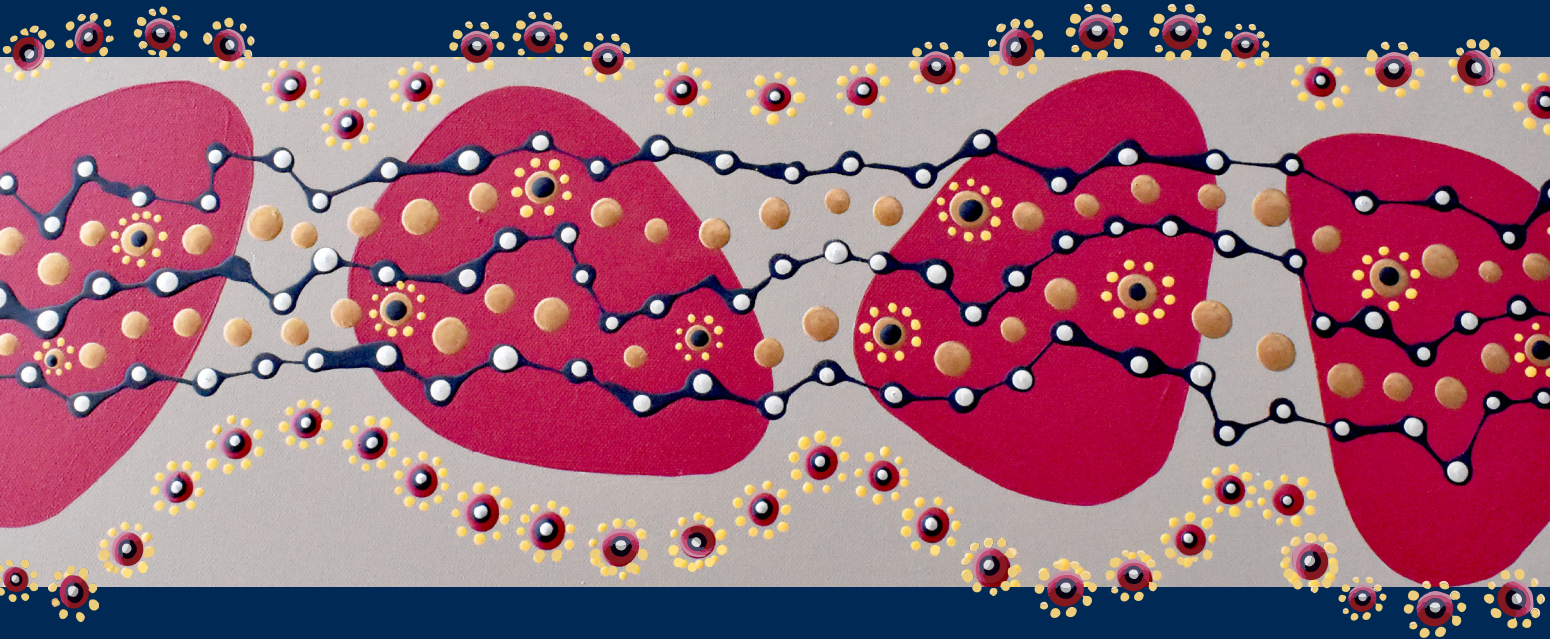


Ballarat Community Health

# Reconciliation Action Plan

REFLECT: 2020-2021



# Acknowledgement

BCH acknowledges the Traditional Owners of the lands where our facilities are located and many of our services delivered, the Wadawurrung People, and the Traditional Owners of other lands we work on including the Dja Dja Wurrung, Djab Wurrung and Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagulk Peoples. We pay our respect to the Elders of these communities both past, present and future.

## GLOSSARY OF TERMS:

BADAC	Ballarat & District Aboriginal Cooperative	GM CS	General Manager, Corporate Services	MIES	Manager, Intercultural & Engagement Support
BCH	Ballarat Community Health	GM PSD	General Manager, Prevention & System Development	NAIDOC	National Aborigines & Islanders Day Observance Committee
CEO	Chief Executive Officer	GQC	Governance & Quality Coordinator	VSC	Volunteer & Student Coordinator
ESO	Executive Support Officer	HRM	Human Resources Manager		
FFC	Facilities & Fleet Coordinator				

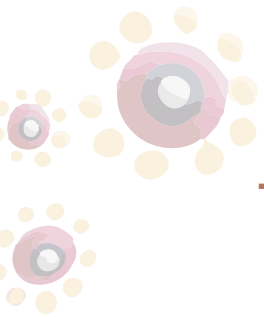
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# From the cover artist

## COVER ART: tracking through time

*This work combines simplicity and strength as it draws power from its weighty base and intricacy from its fine connections. With a heavy solid stepping stone format reflecting mass of measurement of unyielding time, the resilient colour draws the eye to the deeply consistent and incredible context of ages past and present. The links between these are fine and while fluid quite individual and erratic in their disjointed pattern. Group gatherings both internally and externally are reminders of the power of communication and connection of all cultures and the absolute importance of reconciliation through these engagements. There is an ongoing flowing effect which imparts a sense of endless engagement, education and enlightenment which is uplifting and inspiring for all.*

## ARTIST BIO: leni

leni is a Wotjobaluk woman born in Melbourne and adopted into a non-Indigenous Wimmera farming family which serendipitously returned her to country. With a wonderfully creative and close family unit made up of many skilled artisans she always enjoyed watching and wondering at the power of imagination and craft. leni was reunited with her natural mother and further extended family at the age of 17 forging strong and uplifting

relationships which have shaped her culturally, emotionally and artistically ever since. Her life has been blessed by a wonderfully intricate view of the world, its complexities and an endless passion for connection within it.

leni's work is inspired strongly by her cross-cultural heritage and her constant journey of learning incorporating both past and present. Deeply bonded to her combined history she has matured through many varied experiences both professionally and personally. Inspiration from these opportunities weaves into her work and brings constant artistic evolvement and personal improvement.

leni has exhibited her work at Koorie Heritage Trust (Melbourne), Gallery on Sturt (Ballarat), Art Melbourne (Royal Exhibition Building Melbourne), Kirrett Barreet Aboriginal Art Gallery (Ballarat) and Convent Gallery (Daylesford). Her work is in a diverse range of private collections and organisations including Federation University Australia, Jemena Power, Novotel Creswick (RACV), Ballarat Health Services, Ballarat Community Health, St John of God Ballarat, Relationships Australia, McCain Foods, Emmaus Catholic Primary School, and St Alipius Parish School.



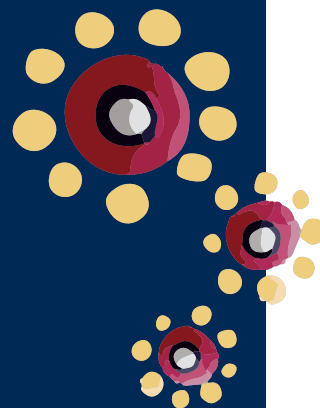


# A message from our Chair and CEO

It is our great pleasure to jointly present Ballarat Community Health's inaugural Reflect Reconciliation Action Plan (RAP) 2020–2021.

The Reconciliation Action Plan outlines our formal commitment to building and maintaining respectful relationships with Aboriginal and Torres Strait Islander Peoples, Organisations and Communities and enhancing opportunities for reconciliation. The process of developing this Plan is one important step in BCH's reconciliation journey which commenced before we started work on this plan and will continue on beyond the life of this plan.

Our commitment to reconciliation is about enhancing our knowledge and awareness of Aboriginal and Torres Strait Islander cultures, history and ongoing connection to Country. It is also about continuing to engage meaningfully with Aboriginal and Torres Strait Islander Peoples, Organisation and Communities to provide improved opportunities and services to reduce the significant gaps in health and wellbeing and working



together to advocate for changes in structural discrimination and other determinants of health that perpetuate inequalities for Aboriginal and Torres Strait Islander and Communities.

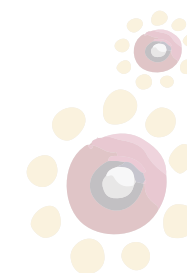
We extend our thanks to members of the Reconciliation Action Group who worked on the development of this plan and in particular to Traditional Owners and Aboriginal and Torres Strait Islander Peoples who participated in the Action Group generously sharing their time, knowledge and insights to our Reconciliation journey. We look forward to overseeing the implementation of the Plan.



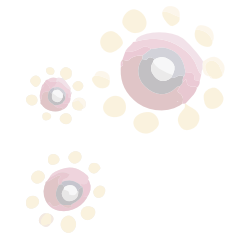
Paul Ryan  
Board Chair



Sean Duffy  
Chief Executive Officer







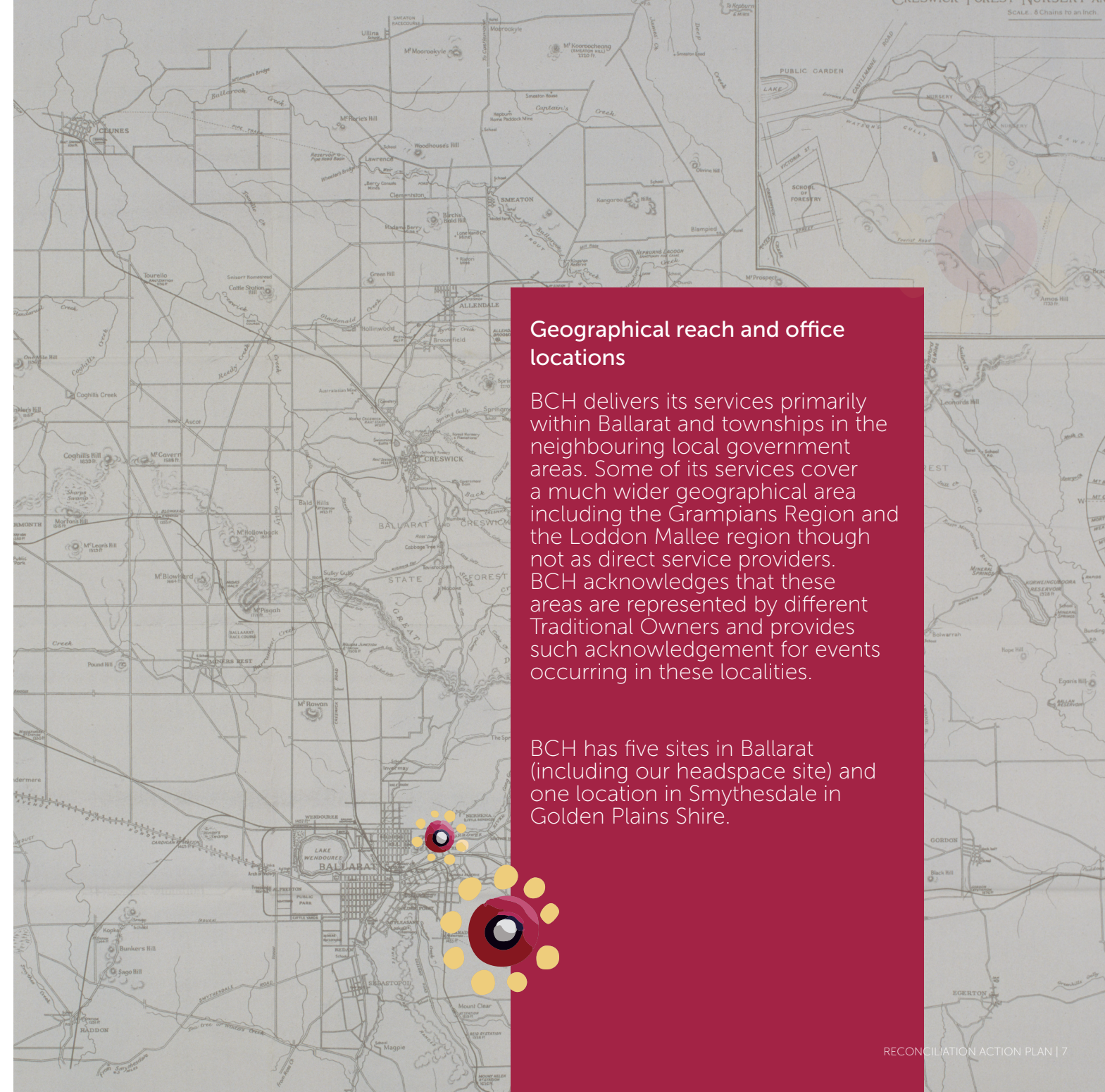
# About us

Ballarat Community Health's (BCH) mission is to work in partnership with the community to create opportunities and supportive environments which empower people to develop and maintain optimal health and wellbeing. Its vision is that the people and the communities we support achieve the best possible health and wellbeing. A primary emphasis in all service delivery is on health promotion and illness prevention.

BCH has been delivering community and social services to Ballarat and the surrounding regions for more than forty years, working with communities to build strength and resilience and operating within a social model of health including health prevention activities. Currently BCH offers over eighty services spanning areas such as primary care, social support and health promotion. BCH range of services includes; general practice, sexual health, allied health, mental health and counselling, alcohol and other drug services, health education and health promotion, migrant and refugee support, youth and homelessness services.

BCH is an intrinsic part of the Ballarat community and works to achieve the best outcomes for all who wish to access its services and programs.

BCH currently employs two hundred and nineteen (219) people directly and a range of specialist contractors provide additional services. Approximately one percent of staff identify as being an Aboriginal and/or Torres Strait Islander person.



## Geographical reach and office locations

BCH delivers its services primarily within Ballarat and townships in the neighbouring local government areas. Some of its services cover a much wider geographical area including the Grampians Region and the Loddon Mallee region though not as direct service providers. BCH acknowledges that these areas are represented by different Traditional Owners and provides such acknowledgement for events occurring in these localities.

BCH has five sites in Ballarat (including our headspace site) and one location in Smythesdale in Golden Plains Shire.



# Our Reconciliation Action Plan

BCH has committed to developing a Reconciliation Action Plan (RAP) to affirm and formalise our commitment to building and maintaining respectful relationships with Aboriginal and Torres Strait Islander Peoples (including clients and employees), Organisations and Communities and working alongside Aboriginal and Torres Strait Islander Peoples, Organisations and Communities to:

- Enhance our knowledge and awareness of Aboriginal and Torres Strait Islander cultures, history and issues and their ongoing connection to Country, Land and Waters
- Provide improved services and opportunities to reduce gaps in educational and employment opportunities and in the burden of chronic disease and shorter life expectancies that impact so severely upon Aboriginal and Torres Strait Islander Communities
- Create a more culturally safe workplace
- Challenge and address structural discrimination that perpetuates inequalities for Aboriginal and Torres Strait Islander Peoples and Communities.

BCH established a RAP Working Group in 2018 to oversee our Reflect RAP with representation from all four Divisions in the organisation



*Pictured L to R: Faye Shepparson (BCH), Bonnie Chew (Mirriyu Cultural Consulting), Kristen Kelly (BCH), Scott Sherritt (BCH), Rachel Muir (BCH), Jaclyn Werry (BCH), Mel Peters (Victoria Police), Katherine Cape (BCH)*

(Primary Care, Corporate Services, Social Support and Prevention and System Development). The group has external representation from local Aboriginal Communities including representatives from the Ballarat and District Aboriginal Cooperative, Wathaurung Aboriginal Corporation, Mirriyu Consulting, Victoria Police Aboriginal Liaison, representatives from the Department of Health and Human Services and the Department of Environment, Land, Water and Planning and is chaired by the General Manager, Prevention and System Development as the executive champion of the RAP.

# The development process

In developing the Reflect RAP, BCH has consulted with Aboriginal Community Controlled Organisations, Community members, the BCH Board, Executive Management Team and staff in order to ensure there is shared understanding and ownership of our RAP with both internal and external stakeholders. RAP working group members and other BCH staff have also participated in group activities and events run by or in conjunction with local Aboriginal-Community Controlled organisations to build awareness. Some key activities on this journey have included:

1. Sourcing local activities happening in our area during National Reconciliation Week (NRW) and encouraging staff to attend NRW events.
2. Circulating Reconciliation Australia's NRW resources and reconciliation materials to our staff.
3. Briefing our Board of Directors of our intention to develop a RAP and gaining their endorsement for embarking on a RAP.
4. Raising awareness amongst staff of why we are developing a RAP, using Close the Gap events and other internal communication channels.

5. Capturing data and measuring our staff's current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements through Diversity Surveys.
6. Including a question about whether potential employees identify as Aboriginal and/or Torres Strait Islander in recruitment packs and identifying current Aboriginal and Torres Strait Islander staff to inform future employment and development opportunities.
7. Including Acknowledgements of Country in meeting agenda templates, incorporating Acknowledgements of Country in all our major internal and external meetings and encouraging Managers to consider including Acknowledgements of Country in their Team Meetings.

# Our partnerships & current activity\*

BCH has an existing Memorandum of Understanding with the Ballarat and District Aboriginal Corporation (BADAC) which documents the commitment of BADAC and BCH to work together in the delivery of health and wellbeing services to our Aboriginal and Torres Strait Islander Communities. BCH provides counselling and some allied health services at BADAC and Making a Change (an alcohol and other drug rehabilitation program) is delivered as a partnership between BCH, BADAC, Grampians Community Health and the Ballarat Neighbourhood Centre. Since late 2018 BCH has also partnered with BADAC and Grampians Community Health to operate a Forensic Mental Health program.

BCH has an existing commitment to the delivery of Aboriginal Cultural Awareness Training, which is part of a mandated staff training program for all employees. BCH has organised and participated in events and activities for National Reconciliation Week, NAIDOC Week and Close the Gap Day and over 50 employees have signed the Close the Gap pledge.

A number of internal policies exist that are relevant to our reconciliation journey, including one policy that is specific to Aboriginal responsiveness. This has been developed in line with the Human Services Standards to support an accessible environment for Aboriginal and Torres Strait

Islander peoples and to instil appropriate practices and protocols for staff to respond in a respectful and culturally aware manner to Aboriginal and Torres Strait Islander clients.

Other policies of the organisation support this approach including those relating to Equal Opportunity, Access to Services and Client Feedback.

**BCH flies the Aboriginal flag prominently at its main site at Lucas, includes an Acknowledgement of Country on its website ([www.bchc.org.au](http://www.bchc.org.au)) and also displays Aboriginal and Torres Strait Islander flags and Aboriginal and Torres Strait Islander artwork at all of our sites.**

(\*effective as at August 2019)





# Relationships



Action	Deliverable	Timeline	Responsibility
<b>1. Establish a RAP Working Group</b>	• Review Terms of Reference for the RAP and adopt revised version.	• February 2020	• Chair RAP Working Group & GM PSD*
	• Hold working group meetings at least quarterly.	• February 2020 May 2020 August 2020 November 2020	• GM PSD
	• Ensure Aboriginal and / or Torres Strait Islander Peoples are represented on the working group.	• February 2020 August 2020	• GM PSD
<b>2. Promote positive race relations through anti-discrimination strategies</b>	• Research best practice and policies in areas of race relations and anti-discrimination.	• January 2020	• Manager Intercultural and Engagement Support (MIES)
	• Conduct a review of Human Resources policies and procedures to identify existing anti-discrimination provisions, and future improvements.	• January 2020	• Human Resources Manager (HRM) Governance & Quality Coordinator (GQC)
	• Formally adopt and disseminate an organisational Position Statement on Aboriginal and Torres Strait Islander Reconciliation and make it available on our website.	• January 2020	• Chief Executive Officer (CEO)
<b>3. Build internal and external relationships</b>	• Meet regularly with Wathaurung Aboriginal Corporation representatives to consult on content and implementation of the RAP (at least 6 monthly).	• September 2020	• GM PSD

\* (GM PSD) General Manager Prevention & System Development

<b>3. Build internal and external relationships (cont.)</b>	<ul style="list-style-type: none"> <li>Invite Aboriginal and Torres Strait Islander community members (including Traditional Owners, emerging young leaders and Aboriginal and Torres Strait Islander staff working in organisations and Departments we work with) to connect with our reconciliation journey, through participation in our RAP Working Group meetings and through other internal reconciliation activities.</li> </ul>	<ul style="list-style-type: none"> <li>September 2020</li> </ul>	<ul style="list-style-type: none"> <li>Executive Support Officer (ESO)</li> </ul>
	<ul style="list-style-type: none"> <li>Make contact with Registered Aboriginal Parties on the Lands in which we provide services to inform them that we are implementing a RAP and ask them what involvement they would like in the process.</li> </ul>	<ul style="list-style-type: none"> <li>February 2020</li> </ul>	<ul style="list-style-type: none"> <li>GM PSD</li> </ul>
	<ul style="list-style-type: none"> <li>Make contact with CAFS, Uniting, City of Ballarat, Central Highlands Water, WRISC and Ballarat Health Services – organisations operating in our area who either already have a RAP, are in the process of developing their RAP or are investigating the development of a RAP to explore how we can connect on our reconciliation journey.</li> </ul>	<ul style="list-style-type: none"> <li>March 2020</li> </ul>	<ul style="list-style-type: none"> <li>GM PSD</li> </ul>
	<ul style="list-style-type: none"> <li>Continue to liaise with the Senior Program Advisor, Aboriginal Engagement Unit, Department of Health and Human Services to ensure RAP Working Group Members and our Leadership Team are informed of the progress of the roll out of relevant policies in particular Korin Korin Balit-Djak (Victorian Aboriginal Health, Wellbeing and Safety Strategic Plan 2017-2027) and Balit Marrup</li> </ul>	<ul style="list-style-type: none"> <li>September 2020</li> </ul>	<ul style="list-style-type: none"> <li>ESO</li> </ul>

<b>3. Build internal and external relationships (cont.)</b>	(Aboriginal Social & Emotional Wellbeing Framework 2017-2027) and the Aboriginal and Torres Strait Islander cultural safety forward for the Victorian health, human and community services sector.		
<b>4. Participate in and celebrate National Reconciliation Week (NRW)</b>	<ul style="list-style-type: none"> <li>Ensure RAP Working Group members participate in at least one external event to recognise and celebrate NRW.</li> </ul>	<ul style="list-style-type: none"> <li>May 2020</li> </ul>	<ul style="list-style-type: none"> <li>GM PSD</li> </ul>
	<ul style="list-style-type: none"> <li>Conduct at least one other NRW internal event in consultation with local Aboriginal and Torres Strait Islander Communities.</li> </ul>	<ul style="list-style-type: none"> <li>May 2020</li> </ul>	<ul style="list-style-type: none"> <li>GM PSD</li> </ul>
<b>5. Raise internal awareness of our RAP</b>	<ul style="list-style-type: none"> <li>Develop and implement a plan to raise awareness amongst all our staff across the organisation about our RAP commitments.</li> </ul>	<ul style="list-style-type: none"> <li>March 2020</li> </ul>	<ul style="list-style-type: none"> <li>GM PSD</li> </ul>
	<ul style="list-style-type: none"> <li>Develop and implement a plan to engage and inform key internal stakeholders of their responsibilities within our RAP.</li> </ul>	<ul style="list-style-type: none"> <li>March 2020</li> </ul>	<ul style="list-style-type: none"> <li>GM PSD</li> </ul>
	<ul style="list-style-type: none"> <li>Continue to keep staff, Leadership, Executive Team and the Board of Directors informed about the progress of our RAP through Thursday updates and through reports to relevant meeting.</li> </ul>	<ul style="list-style-type: none"> <li>June 2020</li> </ul>	<ul style="list-style-type: none"> <li>GM PSD</li> </ul>



# Respect



Action	Deliverable	Timeline	Responsibility
<b>6. Investigate Aboriginal and Torres Strait Islander cultural learning and development</b>	<ul style="list-style-type: none"><li>Develop a business case for increasing awareness of Aboriginal and Torres Strait Islander cultures, histories and achievements within our organisation and enhancing cultural safety and self determination.</li></ul>	<ul style="list-style-type: none"><li>March 2020</li></ul>	<ul style="list-style-type: none"><li>GM PSD</li></ul>
	<ul style="list-style-type: none"><li>Review the numbers that have accessed Aboriginal and Torres Strait Islander cultural awareness training as part of our mandated training program during 2019 as a baseline for the following year (including Board of Directors)</li></ul>	<ul style="list-style-type: none"><li>February 2020</li></ul>	<ul style="list-style-type: none"><li>Human Resources Officer</li></ul>
	<ul style="list-style-type: none"><li>Conduct second round staff survey on cultural awareness and knowledge – disseminate results and comparisons over time to all staff.</li></ul>	<ul style="list-style-type: none"><li>April 2020</li></ul>	<ul style="list-style-type: none"><li>Governance and Quality Coordinator (GQC)</li></ul>
	<ul style="list-style-type: none"><li>Identify any particular gaps as evidenced through survey to target learning and development to address gaps.</li></ul>	<ul style="list-style-type: none"><li>April 2020</li></ul>	<ul style="list-style-type: none"><li>Human Resources Manager (HRM)</li></ul>
	<ul style="list-style-type: none"><li>Conduct a review of cultural awareness training needs within the organisation that articulates the learning needs relevant to individual programs, disciplines and business units to enhance the services we offer to Aboriginal and Torres Strait Islander Peoples and Communities and research cultural learning training opportunities for staff as informed by the review.</li></ul>	<ul style="list-style-type: none"><li>June 2020</li></ul>	<ul style="list-style-type: none"><li>HRM</li></ul>



<b>7. Participate in and celebrate NAIDOC Week</b>	<ul style="list-style-type: none"> <li>Raise awareness and share information amongst staff of the meaning of NAIDOC Week which includes information about the local Aboriginal and Torres Strait Islander Peoples and Communities.</li> </ul>	<ul style="list-style-type: none"> <li>July 2020</li> </ul>	<ul style="list-style-type: none"> <li>Marketing and Communications Manager</li> </ul>
	<ul style="list-style-type: none"> <li>Organise for a BCH stall at the BADAC NAIDOC open day and encourage all RAP Working Group members to attend open day.</li> </ul>	<ul style="list-style-type: none"> <li>July 2020 (exact date to be confirmed)</li> </ul>	<ul style="list-style-type: none"> <li>GM PSD</li> </ul>
	<ul style="list-style-type: none"> <li>Introduce our staff to NAIDOC Week by promoting community events in our local area.</li> </ul>	<ul style="list-style-type: none"> <li>July 2020</li> </ul>	<ul style="list-style-type: none"> <li>GM PSD</li> </ul>
	<ul style="list-style-type: none"> <li>Ensure RAP Working Group participates in at least one external NAIDOC Week event.</li> </ul>	<ul style="list-style-type: none"> <li>July 2020</li> </ul>	<ul style="list-style-type: none"> <li>GM PSD</li> </ul>
<b>8. Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols</b>	<ul style="list-style-type: none"> <li>Explore who the Traditional Owners are of the lands and waters in our local area.</li> </ul>	<ul style="list-style-type: none"> <li>February 2020</li> </ul>	<ul style="list-style-type: none"> <li>GQC</li> </ul>
	<ul style="list-style-type: none"> <li>Scope and develop a list of local Traditional Owners of the lands and waters within the organisation's sphere of influence.</li> </ul>	<ul style="list-style-type: none"> <li>February 2020</li> </ul>	<ul style="list-style-type: none"> <li>GQC</li> </ul>
	<ul style="list-style-type: none"> <li>Develop and implement a plan to raise awareness and understanding of the meaning and significance behind Acknowledgement of Country and Welcome to Country protocols (including any local cultural protocols).</li> </ul>	<ul style="list-style-type: none"> <li>February 2020</li> </ul>	<ul style="list-style-type: none"> <li>GQC</li> </ul>

<b>8. Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols (cont.)</b>	<ul style="list-style-type: none"> <li>Provide sample wording around Acknowledgement of Country and maps showing Traditional Lands and Owners in our meeting rooms</li> </ul>	<ul style="list-style-type: none"> <li>January 2020</li> </ul>	<ul style="list-style-type: none"> <li>ESO</li> </ul>
	<ul style="list-style-type: none"> <li>Update BCH Events Policy to reflect these changes and present updated policy to Executive for ratification.</li> </ul>	<ul style="list-style-type: none"> <li>February 2020</li> </ul>	<ul style="list-style-type: none"> <li>GQC</li> </ul>
	<ul style="list-style-type: none"> <li>Place Acknowledgment of Country plaques in all BCH sites in consultation with Wadawurrung Aboriginal Corporation and Traditional Owners around wording.</li> </ul>	<ul style="list-style-type: none"> <li>April 2020</li> </ul>	<ul style="list-style-type: none"> <li>Facilities and Fleet Coordinator (FFC)</li> </ul>
<b>9. Investigate opportunities to increase the visibility of Aboriginal and Torres Strait Islander cultures and heritage within our workplace</b>	<ul style="list-style-type: none"> <li>Incorporate an Aboriginal garden or reflective space in the plans for Cooida site redevelopment.</li> </ul>	<ul style="list-style-type: none"> <li>June 2020</li> </ul>	<ul style="list-style-type: none"> <li>General Manager Corporate Services (GM CS)</li> </ul>
	<ul style="list-style-type: none"> <li>Purchase and display Aboriginal and Torres Strait Islander flags at each site.</li> </ul>	<ul style="list-style-type: none"> <li>January 2020</li> </ul>	<ul style="list-style-type: none"> <li>ESO</li> </ul>
	<ul style="list-style-type: none"> <li>Investigate the purchase of additional Aboriginal and Torres Strait Islander artworks and place prominently (with explanatory information) at each BCH site.</li> </ul>	<ul style="list-style-type: none"> <li>June 2020</li> </ul>	<ul style="list-style-type: none"> <li>FFC</li> </ul>



# Opportunities



Action	Deliverable	Timeline	Responsibility
<b>10. Investigate opportunities to improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development</b>	• Identify current Aboriginal and Torres Strait Islander staff to inform future employment and development opportunities	• January 2020	• HRM
	• Develop a business case for an Aboriginal & Torres Strait Islander Employment Strategy	• March 2020	• HRM
	• Include as an element of the 2020-2022 Ballarat Community Health Strategic Plan	• July 2020	• CEO
	• Investigate potential of offering Aboriginal & Torres Strait Islander employment pathways through traineeships or internships	• April 2020	• HRM
	• Investigate the potential of increasing placements for Aboriginal and Torres Strait Islander students with BCH.	• January 2020	• Volunteer and Student Coordinator (VSC)
<b>11. Investigate Aboriginal and Torres Strait Islander supplier diversity</b>	• Develop an understanding of the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses	• February 2020	• GQC
	• Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses using state government resources (Victorian Aboriginal Procurement Strategy as linked to initiatives in the Tharamba Bugheen Victorian Aboriginal Business Strategy 2017-2020)	• April 2020	• GM CS
	• Become familiar with Supply Nation and other databases of Aboriginal and Torres Strait Islander businesses for procurement	• April 2020	• GM CS
	• Use Aboriginal and Torres Strait Islander supplier(s) for supplies for Reflective Space at Cooina where possible	• November 2020	• GM CS



# Governance & tracking progress



Action	Deliverable	Timeline	Responsibility
<b>12. Build support for the RAP</b>	• Define resource needs for RAP development and implementation.	• January 2020	• GM PSD
	• Define systems and capability needs to track, measure and report on RAP activities.	• March 2020	• CGQ
	• Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia.	• September 2020	• GQC
<b>13. Review and Refresh RAP</b>	• Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	• September 2020	• GM PSD
	• Submit draft RAP to Reconciliation Australia for review.	• October 2020	• GM PSD
	• Submit draft RAP to Reconciliation Australia for formal endorsement.	• November 2020	• GM PSD

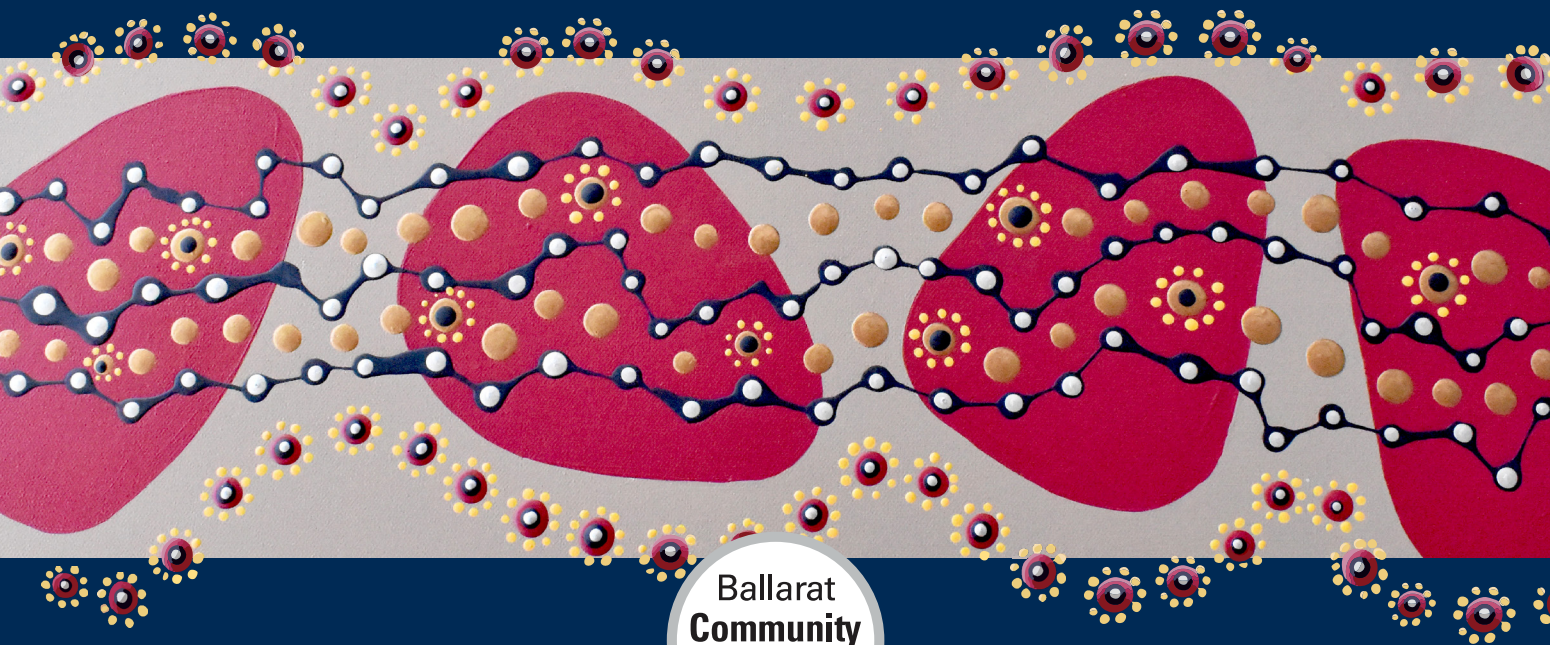




Ballarat Community Health acknowledges the Wadawurrung people as the traditional custodians of the land on which our sites are located.



We are a Rainbow Tick organisation and welcome people from all cultures and backgrounds in to our service.



[www.bchc.org.au](http://www.bchc.org.au)