

Ballarat Community Health

# Reconciliation Action Plan

INNOVATE: OCT 2022 - OCT 2024





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# Acknowledgement

Ballarat Community Health (BCH) acknowledges the Traditional Owners of the Lands and Waters where our facilities are located and many of our services delivered, the Wadawurrung, Dja Dja Wurrung, Djab Wurrung, Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagulk Peoples. We pay our respect to the Elders of these communities both past and present.

## GLOSSARY OF TERMS:

|       |  |        |  |     |                                       |
|-------|--|--------|--|-----|---------------------------------------|
| BADAC | Ballarat & District<br>Aboriginal<br>Cooperative | FFC    | Facilities & Fleet<br>Coordinator                                    | RAP | Reconciliation<br>Action Plan         |
| BCH   | Ballarat<br>Community<br>Health                  | GQC    | Governance<br>& Quality<br>Coordinator                               | VSC | Volunteer<br>& Student<br>Coordinator |
| CEO   | Chief Executive<br>Officer                       | HRM    | Human Resources<br>Manager   |     |                                       |
| D&IC  | Diversity &<br>Inclusion<br>Coordinator          | NAIDOC | National<br>Aborigines &<br>Islanders Day<br>Observance<br>Committee |     |                                       |
| ESO   | Executive Support<br>Officer                     |        |  |     |                                       |

# A message from our Chair & CEO

It is our great pleasure to jointly present Ballarat Community Health's 2022-2024 Innovate Reconciliation Action Plan (RAP).

Reconciliation Action Plans outline our formal commitment to building and maintaining respectful relationships with Aboriginal and Torres Strait Islander peoples, organisations and communities and enhancing opportunities for reconciliation.

This is our second Reconciliation Action Plan, having begun in 2018 with the development of our Reflect RAP. We understand that true reconciliation is an ongoing journey that cannot be achieved

through a single action or plan and as such, our Innovate RAP sets more ambitious goals and commitments to contribute to reconciliation going forward, focusing on four key pillars: Relationships, Respect, Opportunities and Governance.

Over the next two years, we will continue our commitment to the spirit and the process of reconciliation between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians, and to making our contribution to closing the gap in Aboriginal and Torres Strait Islander health and wellbeing.

We thank the members of the BCH

Reconciliation Action Group – in particular, Traditional Owners and Aboriginal and Torres Strait Islander peoples, and external working group members who participated in the Action Group – for generously sharing their time, knowledge and

insights to our reconciliation journey. We also thank all BCH staff who have contributed to our reconciliation progress to date and who strive to make our spaces more inclusive and welcoming for all every day.



A handwritten signature in black ink that reads "Paul Ryan".

Paul Ryan  
Board Chair



A handwritten signature in black ink that reads "Sean Duffy".

Sean Duffy  
Chief Executive Officer

A portrait of Karen Mundine, CEO of Reconciliation Australia. She is a woman with curly brown hair, smiling, wearing a dark blazer over a black and white floral patterned top. The background is a blurred outdoor setting.

# From Karen Mundine, Reconciliation Australia's CEO

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 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Ballarat Community Health continues to be part of a strong network of more than 1,100 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 Ballarat Community Health will continuously draw upon to create RAP commitments rooted in experience and maturity. These learnings extend to Ballarat Community 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 Ballarat Community 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, Ballarat Community Health will ensure shared and cooperative success in the long-term.

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

Congratulations Ballarat Community Health on your first Innovate RAP and I look forward to following your ongoing reconciliation journey.

*Karen Mundine*

Chief Executive Officer  
Reconciliation Australia

# Connection through art

As part of Ballarat Community Health's commitment to Reconciliation, an invitation was sent to Aboriginal and Torres Strait Islander artists with a connection to the Ballarat region, and the successful artist invited to create an artwork to furnish the outdoor reflective space at our Cooyinda site (Wendouree).

The artwork featured in this image, *Layers of Country*, is an installation work by proud Wadawurrung woman, Bonnie Chew and graphic designer, Dean Purtill. The reflective space is a colourful and much-appreciated addition to our site, providing an environment of calm and a connection to nature for staff, clients and visitors alike.

Pictured (inset) enjoying the space are the family members of fellow Ballarat artist and Gunditjmara, Yorta Yorta and Barkindji man Josh Muir. Mr Muir helped develop Acknowledgement Of Country plaques that are featured at all customer service desks (pictured inset lower) in all BCH sites across Ballarat. Mr Muir passed away in February 2022 and BCH wishes to express our condolences to his family and Community.





*Pictured (main LtoR): Sean Duffy, CEO Ballarat Community Health; Bonnie Chew, artist; Dean Purtill, graphic designer; Michaela Settle, State Member for Buninyong at BCH Cooinda.*

*Pictured (inset above): Family members of Ballarat artist and Gunditjmara, Yorta Yorta and Barkindji man Josh Muir enjoying the reflective garden.*

*Pictured (inset lower): An artwork by Josh Muir, commissioned by Ballarat Community Health and displayed at all BCH sites.*

Community Health acknowledges the Wad  
the Traditional Owners of the land and  
cultures, identities and continual c  
country, Waters, Kin and Commu

# Our vision for reconciliation

Ballarat Community Health's (BCH) mission is to work in partnership with communities to create opportunities and supportive environments that empower people to develop and maintain optimal health and wellbeing. Our vision for reconciliation is that Aboriginal and Torres Strait Islander People and Communities, and indeed all communities, achieve the best possible health and wellbeing in Australia. By supporting our Innovate RAP, it enables us to work with Aboriginal and Torres Strait Islander communities in an authentic way to bring meaningful, tangible, and sustainable results to reconciliation through a person-centred approach.

BCH shares Reconciliation Australia's vision of a reconciled, just, and equitable Australia; an Australia where the voices, experiences and ideas of Aboriginal and Torres Strait Islander Peoples are central.

The image shows a series of vertical wooden posts of varying heights. Some of the posts are painted black and feature vibrant, circular patterns in red, yellow, and white, resembling traditional Indigenous art. The posts are set against a background of green trees and a clear sky. The overall scene is outdoors, with a building partially visible in the background.

*Pictured: Artwork by proud Wotjobaluk woman Helen "Leni" Morris, part of a series entitled "Tracking Through Time". The artwork symbolises ages past and present and the connection between them and is designed to impart a sense of endless engagement, education and enlightenment.*

# Our business

BCH has been delivering community and social services to Ballarat and the surrounding regions for more than 40 years, working with communities to build strength and resilience and operating within a social model of health including health prevention activities. A primary emphasis in all service delivery is on health promotion and illness prevention. Currently BCH offers over eighty services spanning areas such as primary care, social support, and health promotion. BCH offers a range of services, including 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 has six sites in Ballarat (including our headspace site).

**257**  
employees



257 people are directly employed and a range of specialist contractors provide additional services at BCH. At this point in time, one staff member, or 0.4% of our total workforce, identifies as an Aboriginal or Torres Strait Islander person.

**6**  
locations



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

# Our Reconciliation journey

As a provider of primary care, health and wellbeing programs, and specialised services, BCH has a responsibility to provide all community members with culturally responsive, inclusive and evidence-based care. We can only achieve this through meaningful collaboration between our organisation and diverse communities, not least Aboriginal and Torres Strait Islander Peoples who are over-represented in every way in the determinants of poor health. BCH is committed to improving and strengthening our services to meet the needs of Aboriginal and Torres Strait Islander community members in our work towards closing the gap in health disparity and life expectancy.

BCH began its Reconciliation Action Plan journey in 2018, with the development of the Reflect RAP.

A RAP Working Group (RWG) was established to oversee its development and implementation and continues to have representation from across the organisation, as well external representation from local Aboriginal communities, including representatives from the Ballarat and District Aboriginal Cooperative, Wadawurrung Traditional Owners Aboriginal Corporation, Mirriyu Cultural Consulting, Victoria Police Proactive Policing Unit, and Catholic Care Vic/Tas.

The 12-month Reflect RAP was formally endorsed by Reconciliation Australia in January 2020, and the progress that was made over the following 12 months was highlighted in a report published in November 2021, which is available publicly on our website.

Highlights from our first RAP included:

- Incorporation of Acknowledgement of Country at the start of all BCH meetings and events, and a Welcome to Country to commence all significant events
- Introduction of compulsory professional development training for new staff in Aboriginal Cultural Awareness & Insights, with existing staff refreshing their knowledge and signalling their ongoing commitment every 3 years.
- Recognition of the continued controversy among Aboriginal and Torres Strait Islander communities and the broader community regarding the 26<sup>th</sup> January being celebrated as the Australia Day public holiday; in 2020 and 2021, we supported those staff who wished to work that day in support of First Nations Peoples to do so and receive an alternative day off.
- The guided walk of the Mullawallah Wetlands during NAIDOC Week 2021. Led by Director of Mirriyu Cultural Consulting and proud Wadawurrung woman, Bonnie Chew and Paleoecologist Professor, Dr Peter Gell, participants learned about the cultural and environmental significance of this magnificent wetland (near our Lucas facility).
- Positioning of Acknowledgement of Country plaques at the entrance to each of our sites incorporating artwork commissioned from a prominent local Aboriginal artist.
- Aboriginal & Torres Strait Islander flags and Acknowledgements of Country are now prominently positioned on our website and in our email signatures, to signal respect and commitment to reconciliation.

# Our journey

While the Reflect RAP laid down the foundation for our journey of reconciliation, we are continually learning, reflecting and engaging with internal and external stakeholders to measure our progress and stay accountable to our reconciliation vision. Reflecting on our first RAP, Bonnie Chew, a proud Wadawurrung woman, cultural advisor, and RWG member, noted our continuing challenge of understanding what is valued in the reconciliation space and what is needed, as well as what denotes real progress. We have further listened to Aboriginal stakeholders over the past year who have emphasised the importance of strengthening participation and engagement across our organisation as a critical next step.

# Our Reconciliation Action Plan

Our second, Innovate RAP provides a valuable framework for BCH to deepen its commitment to reconciliation and enable us to have better engagement across the communities we serve. It offers a valuable opportunity for our staff to gain a deeper knowledge of, and respect for, Aboriginal and Torres Strait Islander Peoples, histories and Cultures, Truth and Justice, and in turn, embed consideration for Aboriginal and Torres Strait Islander Peoples in everything we do. Working in partnership with Ballarat and District Aboriginal Cooperative, we will strive to ensure a complete offering of medical and allied health services for local Aboriginal and Torres Strait Islander residents, rather than duplicate existing services. Moreover, we will aim to drive reconciliation through

our business activities by forging mutually beneficial relationships with Aboriginal and Torres Strait Islander suppliers, wherever possible.

Our Innovate RAP is built around the following pillars and guiding principles:

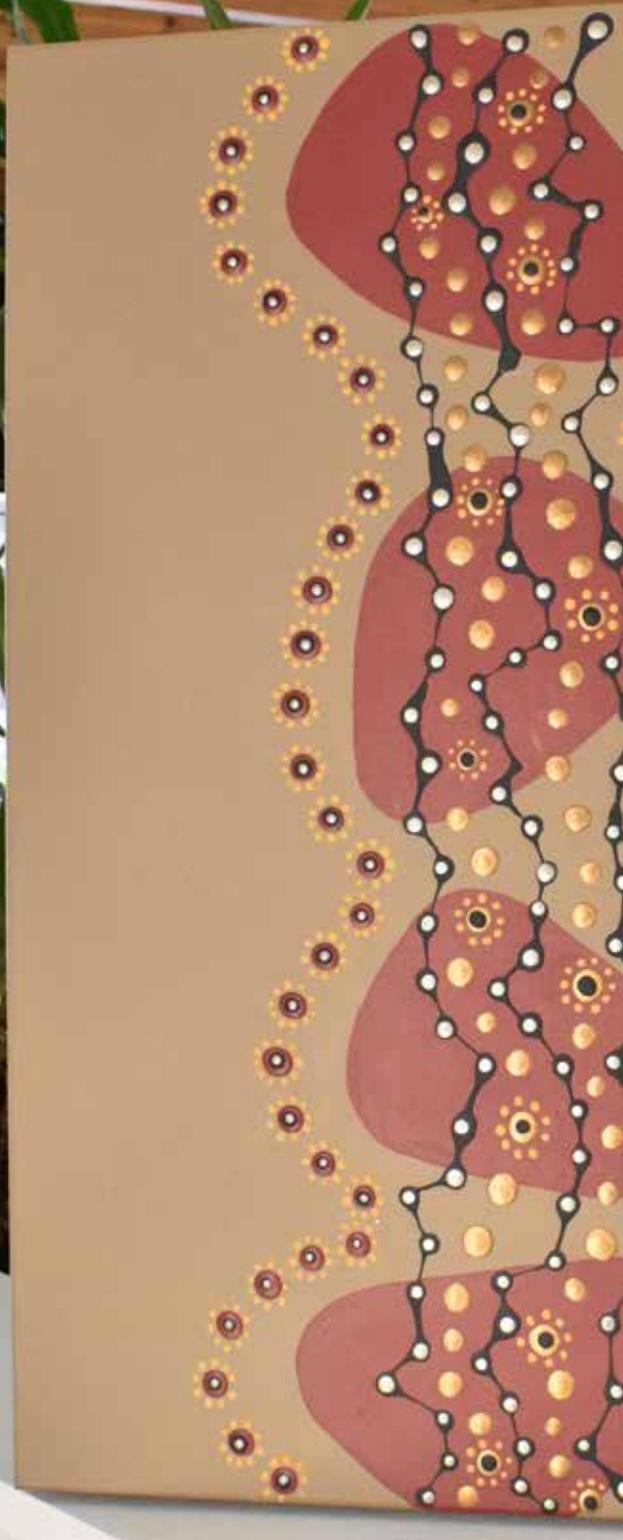
**Relationships:** Building and nurturing inclusive partnerships and sustainable relationships of trust with Traditional Owner groups and organisations.

**Respect:** Promoting a positive culture internally which celebrates reconciliation within BCH and embracing opportunities to understand the richness of Aboriginal history, culture, values, and rights, thereby strengthening our relationship with community.

**Opportunities:** Strengthen practices as an employer of Aboriginal and Torres Strait Islander People, ensuring a culturally safe work environment, free of racism and intolerance. Continually improve organisational capacity to be respectful and safe in engaging with Aboriginal and Torres Strait Islander Peoples, communities and organisations, to strengthen access to our services and reduce health and social inequities.

**Governance:** Maintaining the RAP Working Group to oversee the implementation of the plan and engage our Executive Leaders and other management staff in the delivery of RAP commitments.

*Pictured: Artwork by proud Wotjobaluk woman Helen "Leni" Morris, part of a series entitled 'Tracking Through Time'. The artwork symbolises ages past and present and the connection between them and is designed to impart a sense of endless engagement, education and enlightenment. The work was featured on the BCH Reflect RAP.*



# Our working group

## Board Sponsor for the RAP:

- Paul Ryan, Board Chair

## RAP Working Group members 2022:

- Sean Duffy, Chief Executive Officer
- Ellery Hickson, Executive Manager, People and Culture and RAP Champion
- Joanne Gell, Executive Manager, Client Services
- Dr Steve Cooper, Senior Manager Medical Operations
- Claire Shaw, Senior Manager, Strategy Implementation & Quality
- Lesley McKarney, Diversity & Inclusion Coordinator
- Bruce Ballantyne, Clinical Lead, Adult Mental Health Team
- Peter Kennedy, Peer Worker, Service Navigator Team, Adult Mental Health
- Jimmy Driscoll, Aboriginal & Torres Strait Islander Development Officer
- Sergeant Melissa Peters, Victoria Police Ballarat Proactive Policing Unit
- Bonnie Chew, Mirriyu Cultural Consulting
- Rachel Muir, Koori Engagement Worker & Victim Support Worker, Victims Assistance Program, Catholic Care
- Beth Canny, Exercise Physiologist, Allied Health Services

# Relationships



BCH has both formal and informal relationships with Aboriginal organisations in the Ballarat region. Developing and maintaining strong, reciprocal, and effective partnerships between BCH and Aboriginal and Torres Strait Islander Peoples, communities and organisations aligns to our purpose to support the health and wellbeing for all, with a commitment to the most vulnerable and address health and social inequities. We are committed to continuing to deliver opportunities for self-determination and community-led action and to fostering meaningful relationships that aid us in ensuring our programs and activities remain culturally responsive and reflective of community needs.

| Action   | Deliverable  | Timeline  | Responsibility  |
|--|--|---|---|
| <b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations</b> | <ul style="list-style-type: none"> <li>Meet with local Aboriginal and Torres Strait Islander stakeholders and orgs to develop guiding principles for future engagement.</li> </ul>   | <ul style="list-style-type: none"> <li>November 2022</li> </ul>                                       | <ul style="list-style-type: none"> <li>CEO</li> <li>Executive Manager, People &amp; Culture</li> </ul>  |
|  | <ul style="list-style-type: none"> <li>Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>  | <ul style="list-style-type: none"> <li>December 2022</li> </ul>                                       | <ul style="list-style-type: none"> <li>Executive Manager, People &amp; Culture</li> <li>Executive Manager, Corporate Services</li> <li>Executive Manager, Client Services</li> <li>Diversity &amp; Inclusion Coordinator</li> </ul> |
|  | <ul style="list-style-type: none"> <li>Secure and maintain our Partnership Agreement with the Ballarat and District Aboriginal Cooperative (BADAC) through regular connection (meeting at least once per annum).</li> </ul>  | <ul style="list-style-type: none"> <li>December 2022</li> <li>July 2023</li> <li>July 2024</li> </ul> | <ul style="list-style-type: none"> <li>Chief Executive Officer</li> <li>Executive Manager, Client Services</li> </ul>   |
|  | <ul style="list-style-type: none"> <li>Seek to partner with Grampians Health and BADAC on initiatives that support the health &amp; wellbeing of Aboriginal and Torres Strait Islander Peoples in the region, identifying + completing at least one initiative p/annum.</li> </ul> | <ul style="list-style-type: none"> <li>October 2022</li> <li>October 2023</li> </ul>                  | <ul style="list-style-type: none"> <li>Senior Manager, Strategy Implementation &amp; Quality</li> </ul>   |
| <b>2. Build relationships through celebrating National Reconciliation Week (NRW)</b>   | <ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</li> </ul>  | <ul style="list-style-type: none"> <li>May 2023</li> <li>May 2024</li> </ul>                          | <ul style="list-style-type: none"> <li>Diversity &amp; Inclusion Coordinator</li> </ul>   |
|  | <ul style="list-style-type: none"> <li>RAP Working Group members to participate in an external NRW event.</li> </ul>   | <ul style="list-style-type: none"> <li>27 May - 3 June 2023 &amp; 2024</li> </ul>                     | <ul style="list-style-type: none"> <li>Diversity &amp; Inclusion Coordinator</li> </ul>   |
|  | <ul style="list-style-type: none"> <li>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> </ul>   | <ul style="list-style-type: none"> <li>27 May - 3 June 2023 &amp; 2024</li> </ul>                     | <ul style="list-style-type: none"> <li>CEO</li> <li>Executive Manager, People &amp; Culture</li> <li>Executive Manager, Corporate Services</li> <li>Executive Manager, Client Services</li> </ul>                                   |

**3. Promote reconciliation through our sphere of influence.**

|  |  |  |
|--|--|--|
| <ul style="list-style-type: none"> <li>Organise at least one NRW event each year.</li> </ul>   | <ul style="list-style-type: none"> <li>27 May - 3 June 2023 &amp; 2024</li> </ul>            | <ul style="list-style-type: none"> <li>Diversity &amp; Inclusion Coordinator</li> </ul>  |
| <ul style="list-style-type: none"> <li>Register all our NRW events on Reconciliation Australia's <a href="#">NRW website</a>.</li> </ul>   | <ul style="list-style-type: none"> <li>September 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 staff engagement strategy to raise awareness of reconciliation across our workforce.</li> </ul>   | <ul style="list-style-type: none"> <li>October 2022</li> </ul>                               | <ul style="list-style-type: none"> <li>Diversity &amp; Inclusion Coordinator</li> <li>Manager, Marketing &amp; Communication</li> </ul>  |
| <ul style="list-style-type: none"> <li>Communicate about the new RAP to all staff through internal channels once it is launched.</li> </ul>  | <ul style="list-style-type: none"> <li>October 2022</li> </ul>                               | <ul style="list-style-type: none"> <li>Diversity &amp; Inclusion Coordinator</li> <li>Manager, Marketing &amp; Communication</li> </ul>  |
| <ul style="list-style-type: none"> <li>Develop a brief overview of the RAP to identify how staff will engage with it.</li> </ul>   | <ul style="list-style-type: none"> <li>February 2023</li> </ul>                              | <ul style="list-style-type: none"> <li>Diversity &amp; Inclusion Coordinator</li> <li>Manager, Marketing &amp; Communication</li> </ul>  |
| <ul style="list-style-type: none"> <li>Provide staff with a 'year in review' document highlighting our achievements and challenges to date.</li> </ul>   | <ul style="list-style-type: none"> <li>October 2023</li> <li>October 2024</li> </ul>         | <ul style="list-style-type: none"> <li>Diversity &amp; Inclusion Coordinator</li> </ul>  |
| <ul style="list-style-type: none"> <li>Promote opportunities to engage in community-based activities that promote reconciliation and the rights of Aboriginal and Torres Strait Islander Peoples through internal communication channels.</li> </ul>   | <ul style="list-style-type: none"> <li>Ongoing with review in: May 2023, May 2024</li> </ul> | <ul style="list-style-type: none"> <li>Diversity &amp; Inclusion Coordinator</li> <li>Manager, Marketing &amp; Communication</li> </ul>  |
| <ul style="list-style-type: none"> <li>Republish and reposition current Position Statement as Statement of Commitment to Reconciliation and review + enhance visibility of our RAP and Statement of Commitment on our website and at sites.</li> </ul> | <ul style="list-style-type: none"> <li>September 2023</li> </ul>                             | <ul style="list-style-type: none"> <li>Diversity &amp; Inclusion Coordinator</li> <li>Manager, Marketing &amp; Communication</li> </ul>  |
| <ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation publicly through our website.</li> </ul>   | <ul style="list-style-type: none"> <li>October 2022</li> </ul>                               | <ul style="list-style-type: none"> <li>Manager, Marketing &amp; Communication</li> </ul>   |
| <ul style="list-style-type: none"> <li>Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.</li> </ul>  | <ul style="list-style-type: none"> <li>April 2023</li> </ul>                                 | <ul style="list-style-type: none"> <li>Executive Manager, People &amp; Culture</li> <li>Executive Manager, Corporate Services</li> <li>Executive Manager, Client Services</li> </ul> |

|   |  |                                  |   |
|---|--|----------------------------------|---|
|   | Advocate in enterprise bargaining processes for option for employees to take an alternative public holiday to 26 January (voluntary).  | • December 2022                  | • Executive Manager, People & Culture   |
|   | • Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation - seek out opportunities to learn from good practice examples in other RAP organisations by reviewing published RAPs, meeting with RAP organisations, attending relevant events and obtaining useful resources. | • January 2023<br>• January 2024 | • Diversity and Inclusion Coordinator<br>• RWG Chair<br>• Diversity & Inclusion Committee Chair |
|   | • Continue to pursue and seek to form an enduring and sustainable RAP Organisation forum within Ballarat that meets at least once per annum to share ideas, examples of effective practice and identify opportunities for collaborate on initiatives that strengthen reconciliation.                                 | • April 2023                     | • Diversity and Inclusion Coordinator<br>• RWG Chair<br>• Diversity & Inclusion Committee Chair |
| <b>4. Promote positive race relations through anti-discrimination strategies.</b> | • Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs, benchmarked and reviewed where appropriate by community.   | • Ongoing                        | • Executive Manager, People & Culture   |
|   | • Develop, implement and communicate an anti-discrimination policy for our organisation.   | • Ongoing                        | • Executive Manager, People & Culture   |
|   | • Engage with Aboriginal & Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.  | • October 2022                   | • Executive Manager, People & Culture   |
|   | • Continue to deliver, monitor and review the effectiveness of training and professional develop to staff and to senior leaders on the effects of racism.  | • July 2023<br>• July 2024       | • Executive Manager, People & Culture   |

# Respect

Respect is one of our core values at BCH, as is our commitment to the health and wellbeing for all with a commitment to the most vulnerable. Understanding and respecting Aboriginal and Torres Strait Islander Cultures, histories, knowledge and rights strengthens our relationships with community and encourages access to our services and helps us to continue to be an inclusive and supportive workplace.



| Action   | Deliverable   | Timeline  | Responsibility  |
|--|---|---|---|
| <b>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning</b> | <ul style="list-style-type: none"> <li>Use staff surveys to assess staff knowledge and understanding about key matters relating to Aboriginal and Torres Strait Islander peoples to conduct a review of cultural learning needs.</li> </ul> | <ul style="list-style-type: none"> <li>April 2023</li> </ul>    | <ul style="list-style-type: none"> <li>Diversity &amp; Inclusion Coordinator</li> <li>Business Partner, People &amp; Culture</li> </ul> |
|  | <ul style="list-style-type: none"> <li>Consult with local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.</li> </ul>                        | <ul style="list-style-type: none"> <li>June 2023</li> </ul>     | <ul style="list-style-type: none"> <li>Diversity &amp; Inclusion Coordinator</li> </ul>   |
|  | <ul style="list-style-type: none"> <li>Develop, implement and communicate a cultural learning strategy for our staff.</li> </ul>  | <ul style="list-style-type: none"> <li>April 2024</li> </ul>    | <ul style="list-style-type: none"> <li>Diversity &amp; Inclusion Coordinator</li> <li>Business Partner, People &amp; Culture</li> </ul> |
|  | <ul style="list-style-type: none"> <li>Provide opportunities for RAP Working Group (RWG) members, HR managers and other key leadership staff to participate in formal and structured cultural learning, as appropriate.</li> </ul>          | <ul style="list-style-type: none"> <li>June 2024</li> </ul>     | <ul style="list-style-type: none"> <li>Executive Manager, People &amp; Culture</li> </ul>   |
| <b>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols</b>   | <ul style="list-style-type: none"> <li>Seek out expert opinion pieces that educate about the purpose and significance behind cultural protocols, and promote to staff via the Diversity and Inclusion webpage on the intranet.</li> </ul>   | <ul style="list-style-type: none"> <li>November 2022</li> </ul> | <ul style="list-style-type: none"> <li>Diversity &amp; Inclusion Coordinator</li> </ul>   |
|  | <ul style="list-style-type: none"> <li>Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country, including recommended wording for the latter.</li> </ul> | <ul style="list-style-type: none"> <li>March 2023</li> </ul>    | <ul style="list-style-type: none"> <li>Diversity &amp; Inclusion Coordinator</li> <li>Manager, Marketing &amp; Communication</li> </ul> |

|  |   |   |
|--|---|---|
| <ul style="list-style-type: none"> <li>Continue to invite a local Traditional Owner to provide a Welcome to Country or other appropriate cultural protocol at significant BCH events each year.</li> </ul>   | <ul style="list-style-type: none"> <li>Review September 2023, 2024</li> </ul> | <ul style="list-style-type: none"> <li>Manager, Marketing &amp; Communication</li> </ul>  |
| <ul style="list-style-type: none"> <li>Ensure that an Acknowledgement of Country is embedded in all meeting templates and brand guidelines and the importance of such Acknowledgement is included in the staff orientation/induction manual and in other key resources.</li> </ul>   | <ul style="list-style-type: none"> <li>February 2023</li> </ul>               | <ul style="list-style-type: none"> <li>Manager, Marketing &amp; Communication</li> <li>Executive Manager, People &amp; Culture</li> </ul>             |
| <ul style="list-style-type: none"> <li>Consult with Traditional Owners and staff, explore the option of renaming meeting spaces/areas within BCH sites to reflect the language of the Traditional Owners of the lands on which the site sits (including the Wadawurrung, Dja Dja Wurrung, Djab Wurrung, Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagulk Peoples), with a goal of creating at least 2 new names spaces across our sites within the next 2 years.</li> </ul> | <ul style="list-style-type: none"> <li>July 2023</li> </ul>                   | <ul style="list-style-type: none"> <li>Executive Manager, Corporate Services</li> <li></li> <li>Purchasing, Facilities &amp; Fleet Officer</li> </ul> |
| <ul style="list-style-type: none"> <li>Engage with Traditional Owners Country Plans can inform future RAP activity; seek to identify opportunities where BCH can align with broader plans aligned to our purpose and mission.</li> </ul>   | <ul style="list-style-type: none"> <li>July 2023</li> </ul>                   | <ul style="list-style-type: none"> <li>Diversity &amp; Inclusion Coordinator</li> </ul>   |

|   |   |  |   |
|---|---|--|---|
| <b>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week</b> | <ul style="list-style-type: none"> <li>RWG members to participate in an external NAIDOC Week event.</li> </ul>                                | <ul style="list-style-type: none"> <li>First week in July 2023, 2024</li> </ul>      | <ul style="list-style-type: none"> <li>Executive Manager, People &amp; Culture</li> </ul> |
|   | <ul style="list-style-type: none"> <li>Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.</li> </ul> | <ul style="list-style-type: none"> <li>November 2022,2023</li> </ul>                 | <ul style="list-style-type: none"> <li>Executive Manager, People &amp; Culture</li> </ul> |
|   | <ul style="list-style-type: none"> <li>Promote and encourage participation in external NAIDOC events to all staff.</li> </ul>                 | <ul style="list-style-type: none"> <li>First week in July 2023, July 2024</li> </ul> | <ul style="list-style-type: none"> <li>Executive Manager, People &amp; Culture</li> </ul> |
|   | <ul style="list-style-type: none"> <li>Promote and encourage participation in external NAIDOC events to all staff.</li> </ul>                 | <ul style="list-style-type: none"> <li>July 2023, 2024</li> </ul>                    | <ul style="list-style-type: none"> <li>Diversity &amp; Inclusion Coordinator</li> </ul>   |

# Opportunities



BCH will identify and support the development of more opportunities for Aboriginal and Torres Strait Islander peoples to actively participate in our workforce, as well as contribute to the design and evaluation of our programs. We will improve our procurement policies and practices to be more inclusive of Victorian Aboriginal and Torres Strait Islander businesses and networks.

| Action   | Deliverable   | Timeline   | Responsibility   |
|--|---|--|--|
| <b>8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development</b> | <ul style="list-style-type: none"> <li>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</li> </ul>   | <ul style="list-style-type: none"> <li>December 2022</li> </ul>                | <ul style="list-style-type: none"> <li>Executive Manager, People &amp; Culture</li> </ul>  |
|  | <ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.</li> </ul>   | <ul style="list-style-type: none"> <li>August 2023</li> </ul>                  | <ul style="list-style-type: none"> <li>Executive Manager, People &amp; Culture</li> </ul>  |
|  | <ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.</li> </ul>  | <ul style="list-style-type: none"> <li>July 2024</li> </ul>                    | <ul style="list-style-type: none"> <li>Executive Manager, People &amp; Culture</li> </ul>  |
|  | <ul style="list-style-type: none"> <li>Better advertise vacancies to reach Aboriginal and Torres Strait Islander stakeholders.</li> </ul>   | <ul style="list-style-type: none"> <li>Review: Feb 2023</li> </ul>             | <ul style="list-style-type: none"> <li>Business Partner, People &amp; Culture</li> </ul>   |
|  | <ul style="list-style-type: none"> <li>Review HR/recruitment procedures and policies &amp; remove barriers to Aboriginal &amp; Torres Strait Islander participation in our workplace.</li> </ul>  | <ul style="list-style-type: none"> <li>March 2023</li> </ul>                   | <ul style="list-style-type: none"> <li>Executive Manager, People &amp; Culture</li> <li>Business Partner, People &amp; Culture</li> </ul>                          |
|  | <ul style="list-style-type: none"> <li>Investigate workforce support strategies (for example, external cultural supervisors) that can support our Aboriginal and Torres Strait Islander employees.</li> </ul>   | <ul style="list-style-type: none"> <li>May 2023</li> </ul>                     | <ul style="list-style-type: none"> <li>Executive Manager, People &amp; Culture</li> <li>Business Partner, People &amp; Culture</li> </ul>                          |
|  | <ul style="list-style-type: none"> <li>Investigate the viability of, and develop future recommendations for, Traineeship Pathway programs at BCH .</li> </ul>   | <ul style="list-style-type: none"> <li>March 2024</li> </ul>                   | <ul style="list-style-type: none"> <li>Executive Manager, People &amp; Culture</li> <li>Business Partner, People &amp; Culture</li> </ul>                          |
|  | <ul style="list-style-type: none"> <li>Work with education partners to pursue and implement strategies to increase student placements opportunities at BCH for Aboriginal and Torres Strait Islander People.</li> </ul>   | <ul style="list-style-type: none"> <li>June 2024</li> </ul>                    | <ul style="list-style-type: none"> <li>Executive Manager, People &amp; Culture</li> <li>Executive Manager, Client Services</li> <li>Student Coordinator</li> </ul> |
|  | <ul style="list-style-type: none"> <li>Seek to increase Aboriginal &amp; Torres Strait Islander Board and/or subcommittee representation through strategies including exploring targeted EOIs seeking to expand the diversity of the Board and/or subcommittee by 2024 to maintain gender representation and increase representation from diverse cultural background, gender and sexuality, race, religion, age and disability.</li> </ul> | <ul style="list-style-type: none"> <li>July 2023</li> <li>July 2024</li> </ul> | <ul style="list-style-type: none"> <li>Board Chair</li> <li>CEO</li> <li>Executive Manager, People &amp; Culture</li> </ul>  |

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| <b>9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes</b> | <ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.</li> </ul>   | <ul style="list-style-type: none"> <li>June 2023</li> </ul>                    | <ul style="list-style-type: none"> <li>Contract &amp; Compliance Administrator in consultation with Executive Manager, Corporate Services</li> </ul> |
|  | <ul style="list-style-type: none"> <li>Investigate Supply Nation and Kinaway membership.</li> </ul>  | <ul style="list-style-type: none"> <li>June 2023</li> </ul>                    | <ul style="list-style-type: none"> <li>Senior Manager, Finance</li> </ul>  |
|  | <ul style="list-style-type: none"> <li>Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.</li> </ul>  | <ul style="list-style-type: none"> <li>June 2023</li> <li>June 2024</li> </ul> | <ul style="list-style-type: none"> <li>Contract &amp; Compliance Administrator</li> <li>Executive Manager, Corporate Services</li> </ul>             |
|  | <ul style="list-style-type: none"> <li>Review &amp; update procurement practices to remove barriers to procuring goods/services from Aboriginal &amp; Torres Strait Islander businesses.</li> </ul>  | <ul style="list-style-type: none"> <li>June 2023</li> </ul>                    | <ul style="list-style-type: none"> <li>Executive Manager, Corporate Services</li> </ul>  |
|  | <ul style="list-style-type: none"> <li>Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.</li> </ul>   | <ul style="list-style-type: none"> <li>July 2023</li> </ul>                    | <ul style="list-style-type: none"> <li>Executive Manager, Corporate Services</li> </ul>  |
|  | <ul style="list-style-type: none"> <li>Seek to further expand our Aboriginal &amp; Torres Strait Islander art collection to complement existing art on display across sites &amp; incorporate into publications and signage that promote and strengthen Reconciliation, budget permitting.</li> </ul>                                    | <ul style="list-style-type: none"> <li>July 2024</li> </ul>                    | <ul style="list-style-type: none"> <li>Diversity &amp; Inclusion Coordinator</li> <li>Marketing &amp; Communications Manager</li> </ul>              |
|  | <ul style="list-style-type: none"> <li>Explore possibility of a Mental Health First Nations art competition.</li> </ul>  | <ul style="list-style-type: none"> <li>October 2023</li> </ul>                 | <ul style="list-style-type: none"> <li>Manager, Adult Mental Health Services</li> <li>Diversity &amp; Inclusion Coordinator</li> </ul>               |
| <b>10. Strengthen service access and experience for Aboriginal and Torres Strait Islander communities</b>                    | <ul style="list-style-type: none"> <li>Monitor client engagement &amp; develop strategies designed to ensure that the number of BCH clients identifying as an Aboriginal and/or Torres Strait Islander person maintains alignment with local population demographics for the region.</li> </ul>  | <ul style="list-style-type: none"> <li>July 2023</li> <li>July 2024</li> </ul> | <ul style="list-style-type: none"> <li>Senior Manager, Strategy Implementation &amp; Quality</li> </ul>  |
|  | <ul style="list-style-type: none"> <li>Monitor client feedback key performance metrics from clients identifying as an Aboriginal and/or Torres Strait Islander People to ensure they remain at/above clinical governance benchmark thresholds &amp; where they fall below, strategies are developed to address these factors.</li> </ul> | <ul style="list-style-type: none"> <li>June 2023</li> <li>June 2024</li> </ul> | <ul style="list-style-type: none"> <li>Senior Manager, Strategy Implementation &amp; Quality</li> </ul>  |

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|   | <ul style="list-style-type: none"> <li>Review our practice against the Victorian Department of Health and Human Services Aboriginal Health Cultural Competency Framework and develop a plan to continue to strengthen culturally sensitive practices.</li> </ul>   | <ul style="list-style-type: none"> <li>July 2023</li> </ul>                    | <ul style="list-style-type: none"> <li>Diversity &amp; Inclusion Coordinator</li> <li>Executive Manager, Client Services</li> </ul> |
|   | <ul style="list-style-type: none"> <li>Strengthen our co-design practices to empower &amp; enhance participation from Aboriginal and/or Torres Strait Islander consumers.</li> </ul>   | <ul style="list-style-type: none"> <li>July 2023</li> </ul>                    | <ul style="list-style-type: none"> <li>Senior Manager, Strategy Implementation &amp; Quality</li> </ul>                             |
|   | <ul style="list-style-type: none"> <li>Review &amp; align program evaluation tools by identifying &amp; conducting a pilot in a program area and presenting to BCH on approach/outcomes to aid reflective practice.</li> </ul>   | <ul style="list-style-type: none"> <li>December 2023</li> </ul>                | <ul style="list-style-type: none"> <li>Senior Manager, Strategy Implementation &amp; Quality</li> </ul>                             |
|   | <ul style="list-style-type: none"> <li>Work with the Traditional Owners, BADAC, other local RAP organisations and relevant external experts in Aboriginal and/or Torres Strait Islanders Community relations as required to develop and maintain community insights around barriers to access and to co-design services that meet the needs of Aboriginal and/or Torres Strait Islander Peoples in the communities where our sites are located.</li> </ul> | <ul style="list-style-type: none"> <li>July 2024</li> </ul>                    | <ul style="list-style-type: none"> <li>Diversity &amp; Inclusion Coordinator</li> <li>Executive Manager, Client Services</li> </ul> |
| <b>11. Maintain and develop strategies to support health outcomes for Aboriginal and Torres Strait Islander communities</b> | <ul style="list-style-type: none"> <li>Continue to work with BADAC to support and provide outreach services to maintain COVID vaccination rates amongst Aboriginal and/or Torres Strait Islander communities.</li> </ul>   | <ul style="list-style-type: none"> <li>June 2023</li> <li>June 2024</li> </ul> | <ul style="list-style-type: none"> <li>Health Promotion Manager</li> </ul>  |
|   | <ul style="list-style-type: none"> <li>Conduct a review of GP Practices' knowledge and application of the Aboriginal &amp; Torres Strait Islander Peoples Health Assessment (MBS 715) with a view to building professional knowledge, understanding community needs and how BCH can best support the community in partnership with BADAC &amp; other specialist service providers.</li> </ul>  | <ul style="list-style-type: none"> <li>February 2023</li> </ul>                | <ul style="list-style-type: none"> <li>Director of Medical Services</li> </ul>  |
|   | <ul style="list-style-type: none"> <li>Conduct an assessment utilising the Primary Health Networks' Closing the Gap assessment tool and develop a Quality Improvement Plan for GP Services.</li> </ul>   | <ul style="list-style-type: none"> <li>July 2024</li> </ul>                    | <ul style="list-style-type: none"> <li>Senior Manager, Strategy Implementation &amp; Quality</li> </ul>                             |

# Governance



Everyone at BCH must take their responsibility seriously in implementing this plan if we are to achieve substantial and sustainable change towards Reconciliation.

With the help of our RAP Working Group and dedicated RAP coordinator and informed by the voices of our First Nations liaisons, we commit to monitoring our progress towards our reconciliation goals. We are also committed to sharing our learnings, challenges and achievements from the RAP, both internally and externally.

| Action   | Deliverable   | Timeline  | Responsibility  |
|--|---|---|---|
| <b>12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.</b> | <ul style="list-style-type: none"> <li>Maintain Aboriginal and Torres Strait Islander representation on the RWG.</li> </ul>   | <ul style="list-style-type: none"> <li>June 2023</li> <li>June 2024</li> </ul>                | <ul style="list-style-type: none"> <li>Diversity &amp; Inclusion Coordinator</li> <li>RWG Chair</li> </ul>  |
|  | <ul style="list-style-type: none"> <li>Establish and apply a Terms of Reference for the RWG.</li> </ul>   | <ul style="list-style-type: none"> <li>July 2023</li> <li>July 2024</li> </ul>                | <ul style="list-style-type: none"> <li>Diversity &amp; Inclusion Coordinator</li> <li>RWG Chair</li> </ul>  |
|  | <ul style="list-style-type: none"> <li>Review and maintain our RWG Terms of Reference.</li> </ul>   | <ul style="list-style-type: none"> <li>July 2024</li> </ul>                                   | <ul style="list-style-type: none"> <li>Diversity &amp; Inclusion Coordinator</li> <li>RWG Chair</li> </ul>  |
|  | <ul style="list-style-type: none"> <li>Partner with an Aboriginal and/or Torres Strait Islander advisor to deliver a half-day workshop for RWG members to discuss &amp; decide on a range of implementation activities for staff that are most likely to deliver meaningful, respectful, &amp; sustainable outcomes + measures of success.</li> </ul> | <ul style="list-style-type: none"> <li>October 2022</li> </ul>                                | <ul style="list-style-type: none"> <li>Diversity &amp; Inclusion Coordinator</li> <li>RWG Chair</li> </ul>  |
|  | <ul style="list-style-type: none"> <li>Meet at least four times per year to drive and monitor RAP implementation.</li> </ul>  | <ul style="list-style-type: none"> <li>March, June, September, December 2022/23/24</li> </ul> | <ul style="list-style-type: none"> <li>RWG Chair</li> </ul>   |
| <b>13. Provide appropriate support for effective implementation of RAP commitments.</b>                | <ul style="list-style-type: none"> <li>Define resource needs for RAP implementation</li> </ul>  | <ul style="list-style-type: none"> <li>March 2023</li> <li>March 2024</li> </ul>              | <ul style="list-style-type: none"> <li>RWG Chair</li> <li>Diversity &amp; Inclusion Coordinator</li> <li>Senior Manager, Strategy Implementation &amp; Quality</li> </ul> |
|  | <ul style="list-style-type: none"> <li>Engage our broader senior leadership and other staff in the delivery of RAP commitments.</li> </ul>  | <ul style="list-style-type: none"> <li>July 2023</li> <li>July 2024</li> </ul>                | <ul style="list-style-type: none"> <li>RWG Chair</li> <li>Diversity &amp; Inclusion Coordinator</li> <li>Manager, Marketing &amp; Communication</li> </ul>                |
|  | <ul style="list-style-type: none"> <li>Define and maintain appropriate systems to track, measure and report on RAP commitments.</li> </ul>  | <ul style="list-style-type: none"> <li>March 2023</li> <li>March 2024</li> </ul>              | <ul style="list-style-type: none"> <li>Diversity &amp; Inclusion Coordinator</li> <li>Senior Manager, Strategy Implementation &amp; Quality</li> </ul>                    |
|  | <ul style="list-style-type: none"> <li>Appoint and maintain an internal RAP Champion from senior management.</li> </ul>   | <ul style="list-style-type: none"> <li>July 2023</li> <li>July 2024</li> </ul>                | <ul style="list-style-type: none"> <li>RWG Chair</li> </ul>   |

|  |   |  |   |
|--|---|--|---|
| <b>14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally</b> | <ul style="list-style-type: none"> <li>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.</li> </ul> | <ul style="list-style-type: none"> <li>June 2023</li> <li>June 2024</li> </ul>   | <ul style="list-style-type: none"> <li>Diversity &amp; Inclusion Coordinator</li> </ul>   |
|  | <ul style="list-style-type: none"> <li>Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.</li> </ul>   | <ul style="list-style-type: none"> <li>1 August 2023</li> <li>1 August 2024</li> </ul>                                     | <ul style="list-style-type: none"> <li>Diversity &amp; Inclusion Coordinator</li> </ul>   |
|  | <ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.</li> </ul>  | <ul style="list-style-type: none"> <li>30 September 2023, 2024</li> </ul>  | <ul style="list-style-type: none"> <li>Diversity &amp; Inclusion Coordinator</li> </ul>   |
|  | <ul style="list-style-type: none"> <li>Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.</li> </ul>  | <ul style="list-style-type: none"> <li>September 2024</li> </ul>   | <ul style="list-style-type: none"> <li>Diversity &amp; Inclusion Coordinator</li> </ul>   |
|  | <ul style="list-style-type: none"> <li>Report RAP progress to all staff and senior leaders quarterly.</li> </ul>  | <ul style="list-style-type: none"> <li>October 2023, 2024</li> <li>February 2023, 2024</li> <li>June 2023, 2024</li> </ul> | <ul style="list-style-type: none"> <li>CEO</li> <li>Diversity &amp; Inclusion Coordinator</li> <li>Manager Marketing &amp; Communication</li> </ul> |
|  | <ul style="list-style-type: none"> <li>Publicly report our RAP achievements, challenges and learnings, annually.</li> </ul>   | <ul style="list-style-type: none"> <li>September 2023</li> <li>September 2024</li> </ul>                                   | <ul style="list-style-type: none"> <li>CEO</li> <li>Diversity &amp; Inclusion Coordinator</li> <li>Manager Marketing &amp; Communication</li> </ul> |
|  | <ul style="list-style-type: none"> <li>Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.</li> </ul>   | <ul style="list-style-type: none"> <li>March 2024</li> </ul>   | <ul style="list-style-type: none"> <li>Diversity &amp; Inclusion Coordinator</li> </ul>   |
| <b>15. Continue our reconciliation journey by developing our next RAP</b>  | <ul style="list-style-type: none"> <li>Register via <a href="#">Reconciliation Australia's website</a> to begin developing our next RAP.</li> </ul>   | <ul style="list-style-type: none"> <li>January 2024</li> </ul>   | <ul style="list-style-type: none"> <li>Diversity &amp; Inclusion Coordinator</li> </ul>   |

**MORE INFORMATION:**

Dr. Lesley McKarney

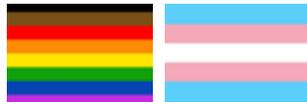
Diversity & Inclusion Coordinator

Phone: +61 3 5338 9156

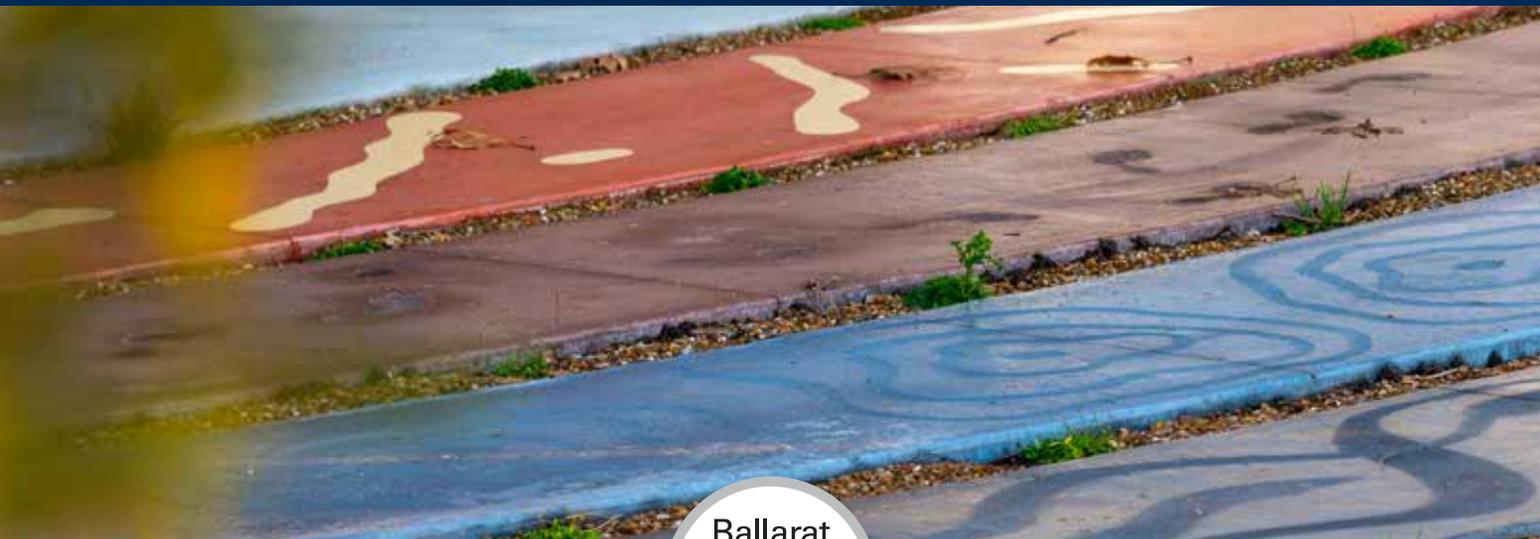
Email: [diversityandinclusion@bchc.org.au](mailto:diversityandinclusion@bchc.org.au)



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)