



HEPATITIS NSW INNOVATE

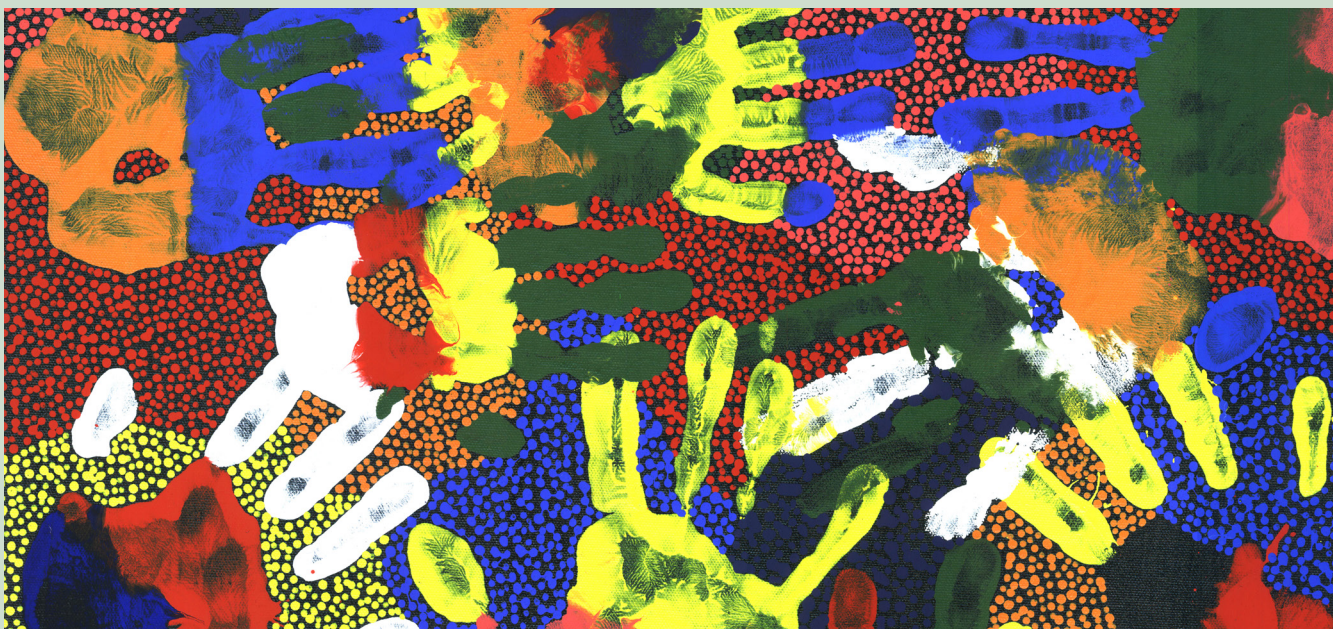
Reconciliation Action Plan

July 2019 - July 2021



RECONCILIATION
ACTION PLAN

INNOVATE



ARTWORK ABOVE, BACK COVER AND THROUGHOUT : DETAILS OF ARTWORK BY BRIANNA CURTIS (NGALA)

CONTACT HEPATITIS NSW

Hepatitis Infoline

1800 803 990

www.hep.org.au

PO Box 432

Darlinghurst, NSW 1300

info@hep.org.au

Hepatitis NSW acknowledges and pays respect to the Traditional Custodians of all the lands on which we work.

ABN 30 408 095 245

A non-profit health promotion charity funded by the NSW Ministry of Health.

Accredited by the Quality Improvement Council of Australia (QIC).

Donations of \$2 and over tax deductible.

PRINTED JULY 2019

The background is a solid green color. In the four corners, there are decorative patterns of white circles of varying sizes, arranged in a way that suggests a larger, abstract shape or perhaps a map of Australia. The circles are more densely packed in some areas and more sparse in others.

ARTWORK created by Brianna Curtis (Ngala)

Brianna is an Aboriginal artist, who belongs to the Arrernte Nation in Alice Springs Central Australia.

Brianna is a former staff member of Hepatitis NSW.

This artwork was designed by Brianna and developed to be painted by the artist and partner organisation's staff at our Close The Gap Day March 2018.



Our vision for reconciliation

Our vision for reconciliation is a culture that embraces unity between Aboriginal and Torres Strait Islander peoples and other Australians, and a genuine, mutually respectful partnership between the organisations working to end viral hepatitis in Aboriginal and Torres Strait Islander communities. Communities will be empowered and fully involved in improving their health and reducing the impact of viral hepatitis on their lives. We aim to build trusting relationships and real engagement with Aboriginal and Torres Strait Islander peoples in NSW.

Hepatitis NSW is working towards a world free of viral hepatitis. Aboriginal and Torres Strait Islander communities have a higher prevalence of both hepatitis B and hepatitis C and carry a disproportionate health burden related to these conditions.



Our business

Hepatitis NSW is a not-for-profit charity started by the hepatitis community. Together we inform, support and educate.

We provide information, support, referral and advocacy for people affected by viral hepatitis in NSW. We also provide workforce development and education services both to prevent the transmission of viral hepatitis and to improve services for those affected by it.

We strive to be representative of all people affected by viral hepatitis and work actively in partnership with other organisations and with the affected communities themselves to bring about improvements in quality of life, information, support and treatments. We work with partner agencies to help prevent transmission of hepatitis C and hepatitis B.

Although our focus is largely on hepatitis C, we also provide information and support for people affected hepatitis B, and we advocate strongly for the communities affected by hepatitis.

We are part of the peak national organisation, Hepatitis Australia, alongside the hepatitis organisations in each State and Territory.

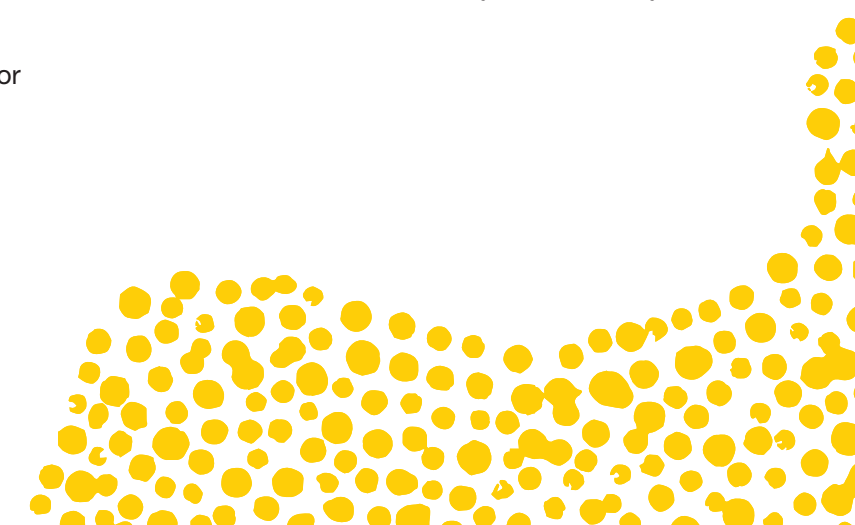
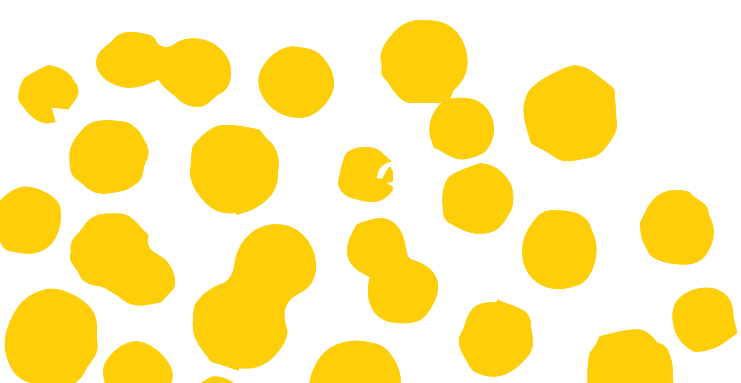
Our organisation has an office in Sydney and employs 20 staff, of whom two are Aboriginal people, and 35 casual staff and 150 volunteers. Two Aboriginal people serve on our Board.



Our Reconciliation Action Plan (RAP)

Nationally, Aboriginal and Torres Strait Islander peoples are over-represented in viral hepatitis diagnoses, including in NSW. This RAP adds an extra layer of direct accountability to these communities to the work of Hepatitis NSW. Hepatitis NSW has committed to helping Close the Gap on health and, in particular on viral hepatitis in Aboriginal and Torres Strait Islander people's health through the actions contained in this Reconciliation Action Plan and through our service delivery and advocacy work. This is our first Reconciliation Action Plan.

Between 2010 and 2015, there was a 38% increase in the notification rate of newly-diagnosed hepatitis C infection in the Aboriginal and Torres Strait Islander population in Australia, while the rate in the broader community decreased by 15%.



The notification rate of newly diagnosed hepatitis C in the Aboriginal and Torres Strait Islander population in recent years has been almost five times higher than the broader population. While the notification rate of newly diagnosed hepatitis B has declined by 44% in the Aboriginal and Torres Strait Islander population between 2010-2014, it remains twice the rate of the broader Australian population. (Source: Bloodborne viral and sexually transmissible infections in Aboriginal and Torres Strait Islander people: Annual Surveillance Report 2015. Kirby Institute; NSW Aboriginal Blood-Borne Viruses and Sexually Transmissible Infections Framework 2016 – 2020.)

In line with our QIC Accreditation, the implementation of this RAP ensures additional quality standards for our work with Aboriginal and Torres Strait Islander peoples and communities.

We need to embed minimum standards for our work with Aboriginal and Torres Strait Islander peoples in our work and have accountability through performance measurement and reporting.

Our RAP sets additional standards and benchmarks, at an achievable level, that add to the work with NSW Aboriginal and Torres Strait Islander communities already performed in our service delivery programs of education and community support, information and communication and through our advocacy, policy, media and representation work. These existing programs and services include:

- A dedicated Aboriginal Project Officer role, which is an identified position.
- Partnerships to deliver community support with organisations who provide services to Aboriginal and Torres Strait Islander peoples affected by viral hepatitis.
- Representation at Aboriginal and Torres Strait Islander cultural and community events.
- The Prisons Infoline, providing phone-based advice and support on hepatitis B and C to people experiencing incarceration.
- Regional and rural community education and workforce development sessions, including for Aboriginal and Torres Strait Islander peoples affected by viral hepatitis, and service providers such as the Aboriginal Medical Service (AMS).
- Distribution of resources produced in collaboration with Aboriginal and Torres Strait Islander organisations and inclusion of Aboriginal and Torres Strait Islander culturally appropriate content, design and artwork in ongoing publications.
- A partnership with the University of Sydney to provide education and support to students of their Graduate Diploma in Indigenous Health Promotion.
- Publication of media articles focussing on viral hepatitis in the NSW Aboriginal and Torres Strait Islander community.

- Writing submissions and providing consultation to government policy development relating to Aboriginal and Torres Strait Islander peoples affected by viral hepatitis and those who use drugs, especially those who inject drugs.

Our aim is for people throughout all levels of Hepatitis NSW operations to work towards reconciliation and our RAP, and for our CEO to be the RAP champion. Our steering committee oversaw the development of this RAP and will continue to meet to oversee its implementation and performance measurement and reporting. Our RAP steering committee comprises:

- Chair of Steering Committee – CEO Hepatitis NSW.
- Board of Governance Aboriginal representative
- Aboriginal staff members – Two Aboriginal Project Officers.
- External Aboriginal stakeholder representative.

All Hepatitis NSW staff members were invited to contribute to the development of the RAP through a staff workshop in May 2015. Additionally, we invited staff of the Aboriginal Health and Medical Research Council of NSW (AH&MRC), the peak representative body and voice of Aboriginal communities on health in NSW to provide feedback. Our Board of Governance has reviewed and contributed to our draft RAP and has responsibility for its ultimate approval.

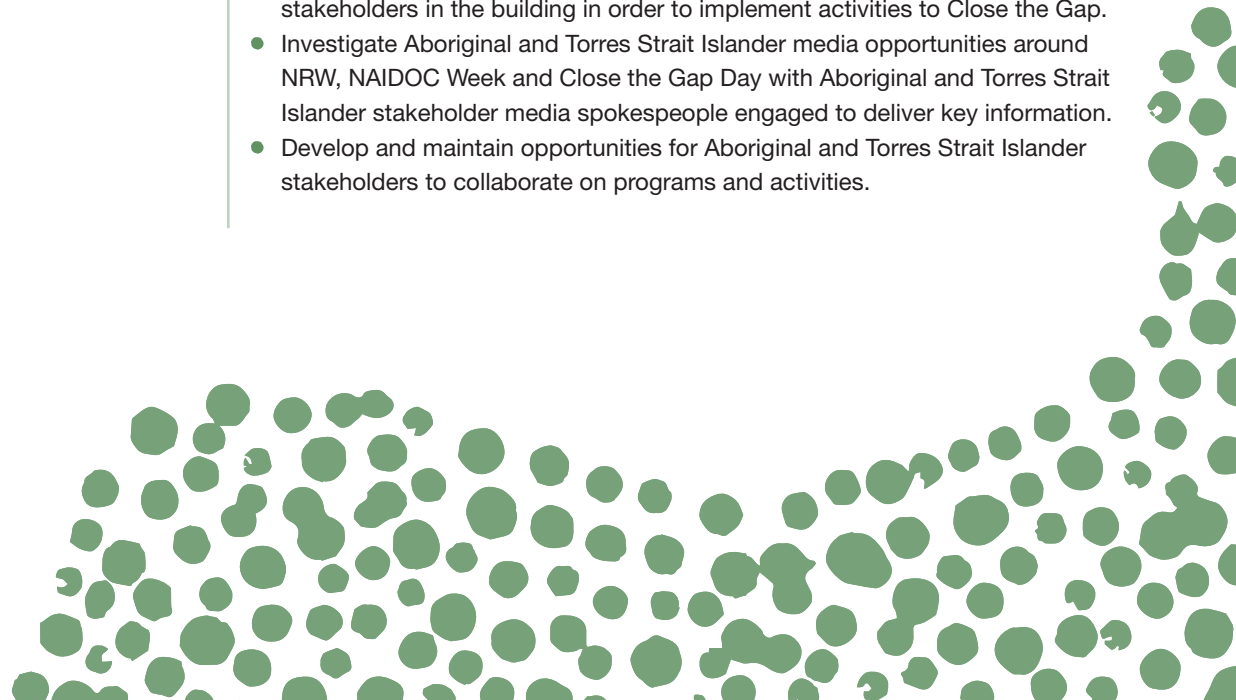
Relationships



Building strong relationships between Aboriginal and Torres Strait Islander peoples and other Australians is vital to our organisation and its core activities. Both Aboriginal and Torres Strait Islander staff and other staff must believe in and take part in our work to close the gap in areas relating to viral hepatitis for it to succeed. Our organisation must have credibility within Aboriginal and Torres Strait Islander communities for our work to be effective.

ACTION	RESPONSIBILITY	TIMELINE	DELIVERABLE
<p>1 The RAP Steering Committee actively monitor RAP development, including implementation of actions, tracking progress and reporting.</p>	<ul style="list-style-type: none"> ● HNSW Board of Governance ● CEO ● Aboriginal Project Officer ● Project Officer Information and Communications 	<p>Commenced September 2019 and 2020 and March 2019 and 2020</p> <p>September 2019 and 2020 and December 2019 and 2020 June 2019 and 2020</p> <p>May 2019</p>	<ul style="list-style-type: none"> ● Our RAP steering committee oversees the development, endorsement and launch of the RAP. ● Ensure Aboriginal and Torres Strait Islander peoples are represented at all times on the RAP steering committee. ● Meet a minimum of twice each year to monitor and report on RAP implementation. ● Embed RAP targets and outcomes in organisational performance measurement system and reporting. ● Establish Terms of reference for the RAP steering committee.
<p>2 Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.</p>	<ul style="list-style-type: none"> ● CEO ● Aboriginal Project Officers ● Project Officers 	<p>27th May – 3rd June 2019 and 2020</p>	<ul style="list-style-type: none"> ● Organise at least two internal events each year. ● Register the events via the Reconciliation Australia’s NRW website. ● Support an external NRW event. ● Ensure our RAP steering committee participates in an external event to recognise and celebrate NRW. ● Invite an Elder to deliver a Welcome to Country at a NRW event.
<p>3 Participate in Close the Gap Day to promote and acknowledge the critical social issues that impact Aboriginal and Torres Strait Islander peoples’ health.</p>	<ul style="list-style-type: none"> ● Aboriginal Project Officer ● CEO 	<p>March 2019, March 2020</p>	<ul style="list-style-type: none"> ● Coordinate an internal event for Close the Gap (CtG) day for all employees, and partner organisations from our building. ● Promote CtG day information to all employees via email and intranet ● Promote CtG information on public website. ● Register internal CtG event with Oxfam. ● Invite an Elder to deliver a Welcome to Country at a CtG day event.

ACTION	RESPONSIBILITY	TIMELINE	DELIVERABLE
<p>4 Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes.</p>	<ul style="list-style-type: none"> ● Aboriginal Project Officer ● AH&MRC (as partner) ● CEO, Deputy CEO and Managers ● Information and Communications team 	<p>April 2019</p> <p>April 2019</p>	<ul style="list-style-type: none"> ● Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders. ● Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement.
<p>5 Raise internal and external awareness of our RAP to promote reconciliation across our organisation and sector.</p>	<ul style="list-style-type: none"> ● Project Officer Information and Communication 	<p>March 2019</p> <p>April 2019</p>	<ul style="list-style-type: none"> ● Develop, implement and review a strategy to communicate our RAP to all internal and external stakeholders. ● Promote reconciliation through ongoing active engagement with all stakeholders.
<p>6 Investigate additional opportunities to increase Aboriginal and Torres Strait Islander stakeholder engagement with Hepatitis NSW.</p>	<ul style="list-style-type: none"> ● Aboriginal Project Officer ● CEO ● Program Manager ● Aboriginal Project Officer 	<p>July 2019</p> <p>October 2019, October 2020</p> <p>April 2019</p>	<ul style="list-style-type: none"> ● Implement regular networking events for the 414 Elizabeth Street building in collaboration with the AIDS Council of NSW (ACON), the ACON Aboriginal Project, New South Wales Users & AIDS Association (NUAA), Positive Life NSW and other NGOs and Aboriginal and/or Torres Strait Islander stakeholders in the building in order to implement activities to Close the Gap. ● Investigate Aboriginal and Torres Strait Islander media opportunities around NRW, NAIDOC Week and Close the Gap Day with Aboriginal and Torres Strait Islander stakeholder media spokespeople engaged to deliver key information. ● Develop and maintain opportunities for Aboriginal and Torres Strait Islander stakeholders to collaborate on programs and activities.



Respect



Hepatitis NSW acknowledges that we live and work on Aboriginal land. Our respect for Aboriginal and Torres Strait Islander peoples, both within our organisation and outside of it, includes respect for Aboriginal and Torres Strait Islander peoples' cultures and histories.

We commit to providing opportunities for Hepatitis NSW staff to develop their awareness and knowledge of Aboriginal and Torres Strait Islander peoples, cultures, histories and achievements. We commit to providing opportunities to Aboriginal and Torres Strait Islander staff and stakeholders to connect with culture and community.

ACTION	RESPONSIBILITY	TIMELINE	DELIVERABLE
<p>1 Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, including Acknowledgement of Country and Welcome to Country to ensure there is shared meaning.</p>	<ul style="list-style-type: none"> ● Aboriginal Project Officer ● Aboriginal Project Officer ● CEO ● Deputy CEO and Aboriginal Project Officer ● All staff led by Deputy CEO ● Aboriginal Project Officer ■ All staff led by Deputy CEO 	<p>February 2019</p> <p>February 2019</p> <p>July, 2019 November 2019 and 2020</p> <p>December 2019</p> <p>December 2019</p> <p>December 2019</p>	<ul style="list-style-type: none"> ● Develop, implement and communicate a cultural protocol document and / or relevant Policy and Procedures for our organisation which outline the significance and meaning of Acknowledgement of Country and Welcome to Country. ● Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships. ● Create a budget for an Elder to deliver a Welcome to Country ● Invite a Traditional Owner to provide a Welcome to Country at the Annual General Meeting. ● Ensure all external, internal and Board meetings, education sessions, lectures, public speaking events, conference presentations, seminars, meetings, teleconferences and consultations include HNSW Acknowledgment of Country. ● Consult with NSW Local Aboriginal Lands Councils to establish the Traditional Owners to be acknowledged in each external session or event. ● Ensure staff include an Acknowledgment of Country at the commencement of all meetings.

ACTION	RESPONSIBILITY	TIMELINE	DELIVERABLE
<p>2 Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.</p>	<ul style="list-style-type: none"> ● CEO ● RAP Steering Committee ● Deputy CEO ● Managers ● Deputy CEO ● Managers ● Aboriginal Project Officer ● RAP Steering Committee ● RAP Steering Committ 	<p>April 2019</p> <p>April 2019</p> <p>April 2019</p> <p>June 2019, 2020</p> <p>April 2019</p>	<ul style="list-style-type: none"> ● Review our existing Aboriginal and Torres Strait Islander cultural awareness training strategy and our relationship with our current Cultural Awareness Trainer to ensure our strategy defines cultural learning needs in all areas of our organisation and considers various ways cultural learning can be provided (online, workshops, cultural immersion). ● Engage with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training. ● Provide Aboriginal and Torres Strait Islander cultural awareness training to all new staff and board members within one year of appointment. ● Review and update (as appropriate) the Aboriginal and Torres Strait Islander cultural awareness induction package on an annual basis. ● Provide opportunities for RAP SC members, RAP champions, HR managers and other key leadership staff to participate in cultural training.
<p>3 Provide opportunities for HNSW Aboriginal and Torres Strait Islander employees to engage with their cultures and communities through NAIDOC Week events and ensure all HNSW staff have the opportunity to participate in NAIDOC week.</p>	<ul style="list-style-type: none"> ● Deputy CEO ● Officer Manager ● Aboriginal Project Officer 	<p>July 2019</p> <p>July 2019</p>	<ul style="list-style-type: none"> ● Review HR policies and procedures and practices to ensure there are no barriers to staff participating in NAIDOC Week. ● Provide opportunities for all staff to participate with their cultures and communities during NAIDOC Week.
<p>4 Publicly commit and demonstrate respect for Aboriginal and Torres Strait Islander peoples.</p>	<ul style="list-style-type: none"> ● Information and Communications Manager ● Office Manager ● Office Manager ● Information and Communications Manager 	<p>November 2019</p> <p>October 2019</p> <p>October 2019</p> <p>October 2019</p>	<ul style="list-style-type: none"> ● Add a paragraph to our website stating that working with Aboriginal and Torres Strait Islander peoples and communities is core to our business. ● Display Aboriginal and Torres Strait Islander flags and Acknowledgement of Country plaque at office reception. ● Display artwork by local Aboriginal artists in our office. ● In partnership with Aboriginal and Torres Strait Islander organisations, create culturally appropriate publications and resources targeted to Aboriginal and Torres Strait Islander communities.

Opportunities



The development of this RAP is a commitment to our accountability and responsibility to Aboriginal and Torres Strait Islander peoples. Part of this commitment is ensuring that our organisation is accessible to Aboriginal and Torres Strait Islander communities and that members of these communities are able to become involved at all levels.

We recognise the importance of engaging with Aboriginal and Torres Strait Islander peoples and businesses throughout our core business activities. We commit to increasing the opportunities for Aboriginal and Torres Strait Islander peoples, communities and businesses to be actively involved in our work, training, employment, and procurement of commercial goods and services.

ACTION	RESPONSIBILITY	TIMELINE	DELIVERABLE
<p>1 Investigate opportunities within Hepatitis NSW to improve and increase Aboriginal and Torres Strait Islander employment opportunities.</p>	<ul style="list-style-type: none"> ● CEO ● Deputy CEO ● RAP Steering Committee ● Aboriginal Project Officers ● Project Officer Information and Communications 	<p>December 2019</p> <p>December 2019</p> <p>December 2019</p> <p>December 2019</p> <p>April 2019</p> <p>June 2019</p> <p>April, 2019 July 2020</p>	<ul style="list-style-type: none"> ● Develop and implement an Aboriginal and Torres Strait Islander employment and retention strategy. ● Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development and advancement opportunities. ● Review HR procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace. ● Evaluate our Equal Employment Opportunity (EEO) statement to make sure it specifies Aboriginal and Torres Strait Islander applicants are encouraged to apply. ● Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities. ● Pilot different approaches to increasing Aboriginal and Torres Strait Islander employment within HNSW (this may include training pathways, apprenticeships, internships, cadetships, work experience). ● Advertise all vacancies in Aboriginal and Torres Strait Islander media. ● Investigate partnerships with universities and TAFE colleges to offer student placement to Aboriginal and Torres Strait Islander students for course credit.

ACTION	RESPONSIBILITY	TIMELINE	DELIVERABLE
<p>2 Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation.</p>	<ul style="list-style-type: none"> ● Office Manager 	<p>December 2019 June 2019</p> <p>June 2019</p> <p>June 2019 December 2019</p> <p>June 2019</p> <p>December 2019</p> <p>December 2019</p>	<ul style="list-style-type: none"> ● Investigate Supply Nation membership. ● Review and update procurement policies and procedures to identify and overcome barriers to Aboriginal and Torres Strait Islander businesses to supply our organisation with goods and services. ● Actively pursue engaging Aboriginal and Torres Strait Islander businesses when we engage external suppliers and contractors. ● Identify opportunities to engage with the NSW Indigenous Chamber of Commerce. ● Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services. ● Encourage HNSW staff to engage Aboriginal and Torres Strait Islander businesses in utilising the services they provide. ● Commit to developing at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business. ● Engage Aboriginal and Torres Strait Islander businesses to assist with projects delivered to Aboriginal and Torres Strait Islander peoples and communities.
<p>3 Increase HNSW representation at Aboriginal and Torres Strait Islander events, forums and conferences.</p>	<ul style="list-style-type: none"> ● Project Officers and other staff ● Aboriginal Project Officers ● Deputy CEO 	<p>July 2019 and 2020</p> <p>July 2019 and 2020</p> <p>July 2019</p>	<ul style="list-style-type: none"> ● Attend two Aboriginal and Torres Strait Islander events per year to host information stalls. (These could include Yabun, NAIDOC events, NCIE events, Parramatta Family Fun Day, Survival Day events, or Koori Knockout). ● Ensure staff and managers attend Aboriginal and Torres Strait Islander specific forums, conferences and symposiums. ● Develop a calendar of relevant sector events.
<p>4 Increase awareness of Needle and Syringe Programs (NSP) in Aboriginal and Torres Strait Islander communities.</p>	<ul style="list-style-type: none"> ● Managers ● Project Officer Information and Communications 	<p>July 2019</p> <p>July 2019</p>	<ul style="list-style-type: none"> ● Promote NSP to Aboriginal Community Controlled Health Services. ● Contribute to listing of NSP (ACCHS and non-ACCHS) in NSW NSP directory.
<p>5 Promote the unique role of Aboriginal Community Controlled Health Services (ACCHSs) in NSW.</p>	<ul style="list-style-type: none"> ● Program Manager ● CEO ● All Board members 	<p>June 2019</p> <p>June 2019</p>	<ul style="list-style-type: none"> ● Promote the role and work of ACCHSs in HNSW education sessions and in our advocacy work. ● Invite ACCHSs to education sessions and other relevant services and respect ACCHS protocols eg approach through CEOs and be consultative with ACCHSs.

ACTION	RESPONSIBILITY	TIMELINE	DELIVERABLE
<p>6 Advocate for improved access for Aboriginal and Torres Strait Islander peoples affected by viral hepatitis to the broader health services network.</p>	<ul style="list-style-type: none"> ● CEO ● Deputy CEO ● Aboriginal Project Officer ● CEO ● Deputy CEO 	<p>June 2019</p> <p>December 2019</p>	<ul style="list-style-type: none"> ● Support the increase of Aboriginal and Torres Strait Islander peoples access to viral hepatitis services, by partnering with organisations supporting and encouraging increased access for Aboriginal and Torres Strait Islander peoples. ● Investigate the potential for an audit/review of relationship-building and networking activities and structures that already exist in the sector.
<p>7 Promote equity of access to new direct acting antiviral hepatitis C treatments for Aboriginal and Torres Strait Islander communities and Aboriginal and Torres Strait Islander peoples living with hepatitis C.</p>	<ul style="list-style-type: none"> ● Information and Communications Manager ● Deputy CEO ● CEO 	<p>December 2019</p> <p>July 2020</p> <p>July 2020</p> <p>Report by June 2020</p>	<ul style="list-style-type: none"> ● Collaborate with Aboriginal and Torres Strait Islander community organisations and consult with Aboriginal and Torres Strait Islander community members on all resources and projects targeting these communities to ensure our work is culturally appropriate. ● Collaborate with AHMRC to ensure ongoing distribution of culturally appropriate hepatitis B and C health promotion resources. ● Develop culturally appropriate, specifically targeted health promotion resources to increase uptake of new direct acting antiviral hepatitis C treatments for People from Aboriginal and Torres Strait Islander communities living with hepatitis C. ● Investigate new ways to promote direct acting antiviral treatments for Aboriginal and Torres Strait Islander peoples living with hepatitis C and remove barriers to equal treatment access.
<p>8 Educate external stakeholders about social determinants of health related to Aboriginal and Torres Strait Islander communities and history in the context of viral hepatitis and the health gap.</p>	<ul style="list-style-type: none"> ● Programs Manager ● Education Project Officers 	<p>November 2019</p>	<ul style="list-style-type: none"> ● Run education sessions for external stakeholders, including community education sessions and workforce development sessions, that include content on social determinants of health and the relationship between the First Peoples of Australia health gap and colonisation.



Tracking progress and reporting



ACTION	RESPONSIBILITY	TIMELINE	DELIVERABLE
1 Report achievements, challenges and learnings to Reconciliation Australia.	<ul style="list-style-type: none">● RAP Steering Committee	September 2019, 2020 July 2019, 2020 August 2019, 2020 May 2020	<ul style="list-style-type: none">● Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.● RWG to collect data for the RAP Impact Measurement questionnaire● RWG to seek internal approval to submit the RAP I Impact Measurement questionnaire to Reconciliation Australia.● Investigate participating in the RAP Barometer.
2 Report RAP progress to staff and board.	<ul style="list-style-type: none">● CEO● Project Officer Information and Communications	July, September, November, January, 2019, 2020	<ul style="list-style-type: none">● Ensure the RAP is a standing agenda item at board meetings.● Ensure the RAP is a standing agenda item at Business Activity Meetings.
3 Report RAP achievements, challenges and learnings externally.	<ul style="list-style-type: none">● CEO● Deputy CEO	December 2019, 2020	<ul style="list-style-type: none">● Publicly report our RAP achievements, challenges and learnings (eg in the Annual Report, and at the AGM).● Incorporate RAP outcomes and progress into Results Based Accountability reporting system linked to the HNSW website.
4 Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	<ul style="list-style-type: none">● RAP Steering Committee	July 2020 November 2020	<ul style="list-style-type: none">● Send draft RAP to Reconciliation Australia for review and feedback.● Submit draft RAP to Reconciliation Australia for formal endorsement.

