



Reflect Reconciliation Action Plan June 2025 - June 2026



Lily pads representing the different types of services Primary Care Connect provides to community.

Snake represents Biami the creator, creator of Yorta Yorta country.

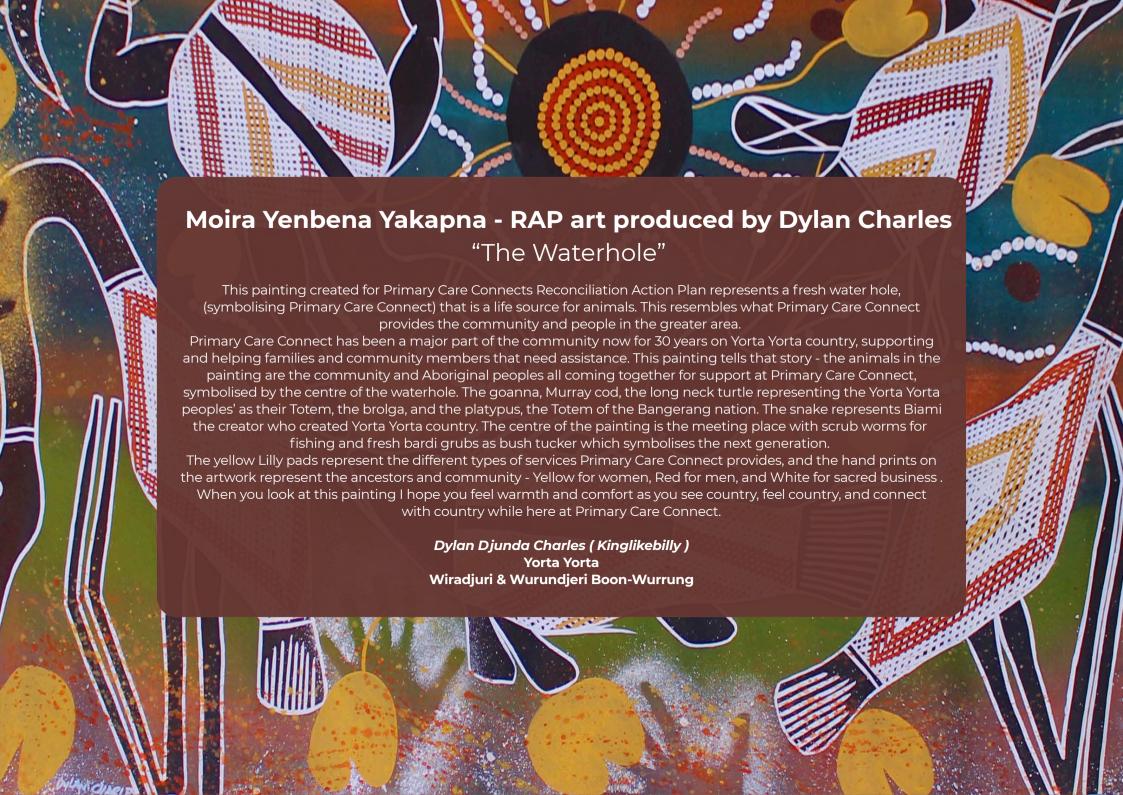
Long neck turtle is the Totem animal of the Yorta Yorta peoples and the country we live, work and stand on.

All of the animals
represent the diversity of our
region and of the
peoples seeking
Primary Care
Connect services.

The "Waterhole" symbolising Primary Care Connect.

Platypus is the Totem animal of the Bangerang peoples.

Hand prints represent the ancestors and community; yellow for women, red for men, white for sacred business.



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Artist Biography - Dylan J Charles

Djunda Toolinyagan – Traditional Name Kinglikebilly- Artist Name

Dylan J Charles is a proud Yorta Yorta / Boonwurrung / Wurundjeri/ Wiradjuri man, great grandson of Simon Wonga and King Billy – Billibellary Wurundjeri Ngurungaeta, Head Clans Man of Eastern Kulin Nation.

Dylan has been an artist for 10 years, initially painting for cultural healing and to connect with his cultural traditions at an Aboriginal mens' cultural healing centre located in Gippsland on Gunai Kurnai country called 'WulgunggoNgalu'.

Dylan then continued to paint, finding purpose and a desire to establish himself as an artist and teacher for his community to help other young people like himself, to heal through cultural practices. He continued to study at GOTAFE Shepparton in the Visual Arts sector, gaining a Certificate in Visual Arts continuing onto a Diploma.

Dylan's work is collectable with an extensive and impressive credit list and sales history in over 18 countries globally including the USA, Scotland, Italy, Germany, New Zealand, Portugal, China, Sweden, Macedonia and Ireland. Dylan's credits include:

- Billie Eilish(Singer, Songwriter, USA)
- The Hon. Martin Foley MP
- County Court of Victoria
- William Cooper Justice Centre
- Shepparton Magistrates Court
- Parliament House
- Gerald Pillay, Vice Chancellor of Liverpool University, UK
- University of Melbourne
- Rumbalara Medical Clinic
- Parks Victoria: (Canvas painting)
- Tatura Hospital: (Canvas mural)



Dylan Djunda Charles (Kinglikebilly) Yorta Yorta Wiradjuri & Wurundjeri Boon-Wurrung

Acknowledgement of Country

In keeping with the spirit of reconciliation, we acknowledge Aboriginal and Torres Strait Islander peoples as the Traditional Owners of the lands where we now stand – and acknowledge that these have always been places of teaching and learning. We wish to pay our respects to their Elders – past, present and emerging – and acknowledge the important role Aboriginal and Torres Strait Islander peoples continue to play within the community.



*The mural above is courtesy of the Greater Shepparton Aboriginal Street Art Project, named by locals as 'Dana Djirrungana Dunguludja Yenbena-l' which means 'Proud, Strong, Aboriginal People' in Yorta Yorta language. The mural features strong, proud Yorta Yorta women **Aunty Margaret**Tucker MBE and Nora "Nanny" Charles - two significant past local elders. Painted by artist Adnate.

Reconciliation Australia CEO Statement



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Reconciliation Australia welcomes Primary Care Connect to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Primary Care Connect joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Primary
Care Connect to deepen its
understanding of its sphere of
influence and the unique
contribution it can make to lead
progress across the five dimensions.
Getting these first steps right will
ensure the sustainability of future
RAPs and reconciliation initiatives,
and provide meaningful impact
toward Australia's reconciliation
journey.

Congratulations Primary Care Connect, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Board Chair and CEO Statement

On behalf of Primary Care Connect, it is our pleasure to present the organisations' inaugural Reflect Reconciliation Action Plan (RAP) 2025-2026. The Reconciliation Action Plan is our promise to do better, to listen and learn with an open heart, to maintain respectful relationships; and significantly strengthen our commitments to deliver positive outcomes with Aboriginal and Torres Strait Islander peoples across the geographical areas we service.

Primary Care Connect's Board of Directors and Operational Executives, led by Chief Executive Officer, Tricia Quibell, recognise the importance of the organisation undertaking this significant piece of work in our continued efforts to achieve health equity for Aboriginal and Torres Strait Islander peoples.

It is our vision to help create communities where all peoples are connected, supported and empowered to lead safe, healthy and happy lives. As an organisation we recognise the significance this Reconciliation Action Plan represents as it relates to our aspirations for empowering the communities we serve.

We recognise and respect the cultural connection that Aboriginal and Torres Strait Islander peoples have with this land. We acknowledge the strength, resilience and contributions they have made, and continue to make across community.

As a registered Community Health Service we are committed to increasing health outcomes and providing wrap around supports for Aboriginal and Torres Strait Islander peoples who choose to use our services, and in partnership with other local organisations. Primary Care Connect's Reconciliation Action Plan (RAP) represents our dedication to creating an organisation that not only values but champions equity, respect, and collaboration.

We know that meaningful reconciliation requires ongoing commitment, accountability and the courage to make changes in our practices. Our RAP is based on active listening, increased understanding through cultural learning and improved opportunities for Aboriginal and Torres Strait Islander peoples within Primary Care Connect as staff and/or members of the community accessing services. Our RAP has been developed with a dedicated focus on connection with Aboriginal and Torres Strait Islander communities, local organisations and individuals. We are proud to share this plan with you and trust it will lead the way to a brighter future. We commit to reporting on our progress each year.



Pictured: Left to Right - Primary Care Connect Board Chair Wendy Ross, and Primary Care Connect CEO Tricia Quibell

Our Business

Primary Care Connect has been delivering quality health and wellbeing services to the community for over 30 years.

Primary Care Connect is the local, registered Community Health service located in the City of Greater Shepparton, servicing a large geographical footprint of Northern Victoria within the Greater Shepparton, Mitchell, Moira, Murrindindi and Strathbogie Local Government Areas.

Our service area is rich in diversity, with the largest Aboriginal and Torres Strait Islander peoples population outside of metropolitan Melbourne, and over 14% of people born overseas.

Primary Care Connect has one office located in Shepparton, is a partner of The Orange Door – Goulburn and provides outreach services for the communities of Moira, Mitchell, Murrindindi and Strathbogie shires.

Primary Care Connect provides primary and preventative programs in the areas of Health, Community Services and Family Services. We embrace the social model of health to create inclusive and equitable community health care.

OUR VISION



"Everyone in our community is connected, supported and empowered to lead safe, healthy and happy lives."

OUR VALUES



INDIVIDUALITY

We recognise everyone is unique and we strive to understand and build on their strengths.

GROWTH

There are many different paths to a solution, and we support people on their journey.

MEANINGFUL CONNECTIONS

We bring our focus and skill to build meaningful connections

COMMUNITY

Through equity and quality, we strive to improve the health and wellbeing of our community.

Primary Care Connect employs approximately 120 staff across a range of clinical, management and support roles. We currently have two staff members who identify as Aboriginal people.

Our Pledge

In the spirit of Reconciliation and the development of Primary Care Connect's first Reconciliation Action Plan, Primary Care Connect pledges to:

- Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations by giving a voice to, and listening to all sections of our community's Aboriginal and Torres Strait Islander communities
- Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledges, and rights through cultural learning
- Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols, and building relationships through celebrating and recognising days and weeks of significance including National Reconciliation Week (NRW) and NAIDOC Week
- Improve employment outcomes by increasing Aboriginal and Torres Strait Islander peoples recruitment, retention, and professional development

By taking these steps, Primary Care Connect aims to contribute to the broader national reconciliation movement and promote positive change within the health sector. We understand that reconciliation is an ongoing process, and we are committed to listening, learning, and evolving in partnership with Aboriginal and Torres Strait Islander peoples. This statement reflects our dedication to building respectful relationships and fostering a future where health equity is a reality for all.

December, 2023

Tricia Quibell
Chief Executive Officer

Wendy Ross Board Chair 111

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Under the guidance and direction of the current Board Chair and CEO (appointed in November and December 2022 respectively), Primary Care Connect has developed our inaugural Reflect Reconciliation Action Plan as a significant step forward in helping to address the health inequity of local Aboriginal and Torres Islander peoples within our communities.

This is important to the organisation as it aligns with our core values, and in particular our value relating to Community: "through equity and quality, we strive to improve the health and wellbeing of our community."

As a leading Community Health organisation in our region, and as per our Vision, it is up to us to take a lead in ensuring that all peoples in our communities are supported, connected and empowered to lead safe, healthy and happy lives.

This plan is preceded by the organisations "Commitment to Reconciliation" statement which was officially and unanimously endorsed and adopted by the Primary Care Connect Board in December 2023.

Our aim is to continuously improve our programs and services, along with our own cultural understanding, making Primary Care Connect a culturally safe and inclusive service provider for all Aboriginal and Torres Strait Islander peoples.

Our "Commitment to Reconciliation" Statement

Primary Care Connect is committed to the ongoing journey of reconciliation with Aboriginal and Torres Strait Islander peoples, recognising the historical injustices and the unique cultural contributions of Aboriginal and Torres Strait Islander communities.

We acknowledge the Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the Lands where we provide services, which comprised the areas now known as Greater Shepparton, Mitchell Shire, Moira Shire, Murrindindi Shire, and Strathbogie Shire; and pay our respects to Elders past, present and emerging.

We are proud and privileged to share this country and lands with Aboriginal and Torres Strait Islander peoples – who have been here for tens of thousands of years and are the oldest, continuous culture on the planet.

Our commitment to reconciliation is grounded in the principles of respect, the right to self-determination, understanding, and collaboration. We recognise the importance of acknowledging the impact of historical policies and practices on Aboriginal and Torres Strait Islander people's health and wellbeing.

We deeply regret the hurt and distress caused by past policies which included the displacement of Aboriginal and Torres Strait Islander peoples from country from the beginning of colonial settlement, and the forced removal of Aboriginal and Torres Strait Islander children from their families and homes. We recognise the negative impact of these policies that still exist today on the social, economic, health and wellbeing of Aboriginal and Torres Strait Islander peoples, and we are committed to actively doing our part as a Community Health organisation to rebuild trust and to close the gap.

We strive to create a culturally safe and inclusive environment within our organisation, where Aboriginal and Torres Strait Islander communities feel valued, heard, and respected.

Our reconciliation journey so far

- Aboriginal, Torres Strait Islander and Australian flags displayed prominently throughout the organisation.
- A review of our "Gaka Ghanu" (meeting place) clinical room, a designated culturally safe space for Aboriginal and Torres Strait Islander clients.
- Promotion to staff internally, and promotion to our community externally, on local events and days of celebration and acknowledgement including NAIDOC Week, National Reconciliation Week and Sorry Day.
- Local Yorta Yorta man, Jarvis Atkinson who is a representative of the First Peoples Assembly of Victoria presented to Primary Care Connect staff on Treaty for Victoria.
- A Smoking Ceremony, Welcome to Country and Didgeridoo performance by local Yorta Yorta/Ulupna man Dylan Charles at the Primary Care Connect Open Day celebrated in front of over 100 staff, clients, community members and stakeholders.
- Acknowledgement of Country was implemented at Primary Care Connect a number of years ago, with a continued focus for this at the beginning of all staff meetings and at external meetings with stakeholders.
- Primary Care Connect ensures culturally safe practices, including adherence to the 11 Child Safe Standards of Victoria, with a specific focus on Aboriginal and Torres Strait Islander peoples children and youth under Standard 1 (Organisations establish a culturally safe environment in which the diverse and unique identities and experiences of Aboriginal children and young people are respected and valued.)
- Primary Care Connect also promotes cultural safety by having procedures in place which allow for all staff to attend events of significance, including Sorry Business for all Aboriginal and Torres Strait Islander employees.
- Cultural learnings and activities with Rumbalara Aboriginal Cooperative, Yorta Yorta Nation, Bangerang and Kaiela Arts including;
 - Bangerang Cultural Centre visit and tour
 - Guided walk of The Flats with Yorta Yorta Nation
 - Making of gumnut necklaces, smoking ceremony with historic footage and a talk with Rumbalara Aboriginal Cooperative
 - Ceramic turtle making with Kaiela Arts

Primary Care Connect RAP Working Groups

Primary Care Connect has established two working groups, both of which will actively work towards achieving our RAP goals.

The Primary Care Connect First Nations Working Group has been established and will continue to meet bi-monthly to monitor progress and actions.

There are two identified First Nations peoples within the RAP Working Group.

Our RAP Art Group was created in mid 2024. It's aim was to source a local Aboriginal and Torres Strait Islander peoples artist to design our RAP artwork, and to also research other artworks and creatives to create culturally safe spaces around our office, including in our Gaka Ghanu (meeting place) room. The organisation has recently endorsed Yorta Yorta/Ulupna man Dylan Charles to undertake this significant piece of artwork for us. There is one identified First Nations person in the RAP Art Group.



FIRST NATIONS WORKING GROUP

Tricia Quibell CEO

Tegan Hickey Manager People & Resilience

Mellisa Silaga Manager Consumer Care

Kelly Woolstencroft Manager Community Services

Shara Scott Coordinator Media & Comms

Michael Wagdin Executive Assistant

Brett O'Keeffe Perpetrator Case Manager Rory Thorsen Aboriginal Health Coach

Chelsea Williams Alcohol & Other Drugs Clinician

RAP ART GROUP

Shara Scott Coordinator Media & Comms

Jen Bosse Community Health Nurse

Achol Padual Assistant Media & Communications

Aimee Bice Community Health Nurse

Debbie McDonald Manager Alcohol and Other Drugs

Rory Thorsen Aboriginal Health Coach

OUR PARTNERSHIPS & ACTIVITIES

PARTNERSHIP	ACTIVITY
Rumbalara Aboriginal Cooperative	Rumbalara is the regions Aboriginal Community Controlled Health Organisation (ACCHO). Primary Care Connect has a long standing, established connection with Rumbalara with our relationship focused on collaborative approaches to providing community health services to Aboriginal and Torres Strait Islander peoples clients. PCC also undertakes cultural training and activities with Rumbalara, and partners with Rumbalara at The Orange Door Goulburn and Putting Families First.
Kaiela Arts	PCC and Kaiela Arts have partnered to provide some creative, cultural activities for our team to learn more about First Nations art and creation. We have also engaged Kaiela Arts for assistance in identifying a local artist to create our RAP artwork.
Yorta Yorta Nation	The Yorta Yorta Nation Aboriginal Corporation (YYNAC) is comprised of peoples with undeniable bloodlines to the Original Ancestors of the Land of the Yorta Yorta Nation. These bloodlines link Yorta Yorta peoples' past, present and future to one another, with traditional laws, customs, beliefs and sovereignty intact. PCC has engaged with Yorta Yorta Nation throughout 2024 to organise a cultural heritage walk through The Flats, a significant cultural location connecting the towns of Shepparton and Mooroopna.
First People's Assembly Victoria	PCC has engaged the First People's Assembly of Victoria throughout 2024. Jarvis Atkinson, a former client of PCC and a Community Engagement Officer for the First People's Assembly presented to our Board, leadership and staff on what the Assembly is, what Treaty is and how we can support the work of the Assembly as allies.
Shepparton Region Reconciliation Action Group	PCC CEO Trish Quibell has met with the Shepparton Region Reconciliation Action Group as an initial consultation to gather some insights about the RAP process and what we should be prepared for, advice on local First Nations artists, and advice on other local community partnerships we should/could consider to assist us on our RAP journey
Bangerang Cultural Centre	The Bangerang Cultural Centre occupies a significant place in Shepparton's cultural landscape as a keeping place for priceless First Nations art and artefacts from across Australia. As the first Aboriginal-owned and operated Keeping Place/museum of its kind in Australia, and the first Aboriginal cultural centre located outside of a capital city, the historical importance of the collection has been recognised by the Victorian Heritage Register. PCC has engaged with the Bangerang Cultural Centre and a cohort of PCC staff, management and our CEO toured the facility, learning about the rich history of the Bangerang peoples and the lives lived by the riverbanks of the Murray river.

Relationships, Respect, Opportunities, Governance







Respect



Opportunities



Governance

RELATIONSHIPS, RESPECT, OPPORTUNITIES, and GOVERNANCE form the framework of Primary Care Connects Reflect **Reconciliation Action Plan.**

The following pages display the action plan under each heading of the framework.

RELATIONSHIPS

ACTIONS	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	ldentify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	June 2025	RAP Champion
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2025	Lead: Perpetrator Case Manager Support: Alcohol and Other Drugs Clinician
2. Build relationships through celebrating National	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025 & 2026	Media and Communications Coordinator
Reconciliation Week (NRW).	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2025 & 2026	Lead: RAP Champion Support: AOD Clinician
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2025 & 2026	RAP Champion
3. Promote reconciliation through our sphere of	Communicate our commitment to reconciliation to all staff.	April 2026	Media and Communications Coordinator
influence.	ldentify external stakeholders that our organisation can engage with on our reconciliation journey.	June 2025	Lead: Perpetrator Case Manger Support: Media and Communicators Coordinator
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	June 2025	Lead: Perpetrator Case Manger Support: Media and Communicators Coordinator
4. Promote positive race relations through anti-	Research best practice and policies in areas of race relations and antidiscrimination.	July 2025	Executive Assistant
discrimination strategies.	Conduct a review of HR policies and procedures to identify existing antidiscrimination provisions, and future needs.	August 2025	Executive Assistant
	Raise awareness of your company expectations on what constitutes appropriate behaviour in the workplace, including the negative impact of discriminatory and racist behaviours.	June 2025	RAP Champion

RESPECT

ACTIONS	DELIVERABLE	TIMELINE	RESPONSIBILITY
value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights	Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights	September 2025	Lead: RAP Champion Support: Executive Manager People and Quality
	Conduct a review of cultural learning needs within our organisation.	July 2025	Lead: RAP Champion Support: Executive Manager People and Quality
Aboriginal and Torres Strait Islander peoples by observing cultural	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	July 2025	Lead: Aboriginal Health Coach Support: Alcohol and Other Drugs Clinician
		July 2025	Lead: Aboriginal Health Coach Support: Alcohol and Other Drugs Clinician
Aboriginal and Torres Strait slander cultures and histories by celebrating		June 2025	Media and Communications Coordinator
		June 2025	Media and Communications Coordinator
	RAP Working Group to participate in an external NAIDOC Week event.	First week of July 2025	Media and Communications Coordinator
NATIVE ATOK	 5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning. 6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols. 7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week. 	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning. Conduct a review of cultural learning needs within our organisation. Conduct a review of cultural learning needs within our organisation. Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres, knowledge and rights within our organisation. Conduct a review of cultural learning needs within our organisation. Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. Raise awareness and share information amongst our staff about the meaning of NAIDOC Week. Introduce our staff to NAIDOC Week by promoting external events in our local	5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning. 6. Demonstrate respect to Aboriginal and Torres Strait Islander cultural learning needs within our organisation. Conduct a review of cultural learning needs within our organisation. Develop an understanding needs within our organisation. Conduct a review of cultural learning needs within our organisation. Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week. Introduce our staff to NAIDOC Week by promoting external events in our local area. RAP Working Group to participate in an external NAIDOC Week event. First week

OPPORTUNITIES

	ACTIONS	DELIVERABLE	TIMELINE	RESPONSIBILITY
С Д S		Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.		Lead: Executive Manager People and Quality Support: Manager People and Resilience
	professional development	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.		Lead: Executive Manager People and Quality Support: Manager People and Resilience
To su im	orres Strait Islander upplier diversity to support mproved economic and	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	August 2025	Lead: CEO Support: Executive Manager Business and Infrastructure
		Develop a list of Aboriginal and Torres Strait Islander suppliers.	September 2025	Executive Manager Business and Infrastructure

GOVERNANCE

ACTIONS	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Establish and maintain an effective RAP Working Group (RWG) to drive		June 2025 & 2026	RAP Champion
governance of the RAP.	Amend and continue to apply the Terms of Reference of the RWG.	June 2025	Executive Assistant
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	June 2025	Media and Communications Coordinator
11. Provide appropriate	Define resource needs for RAP implementation.	June 2025	Executive Assistant
support for effective implementation of RAP commitments.		June 2025 & 2026	CEO
		June 2025 & 2026	CEO
		June 2025 & 2026	Executive Assistant
12. Build accountability and transparency through reporting RAP achievements, challenged	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Executive Assistant
and learning both internally and externally.	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey	l August annually	RAP Champion
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	RAP Champion
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's <u>website</u> to begin developing our next RAP.	March 2026	CEO

