Cancer Institute NSW
Innovate Reconciliation Action Plan
June 2017 – December 2019
The Cancer Institute NSW Innovate Reconciliation Action Plan has been endorsed by Reconciliation Australia.

About Reconciliation Australia
Reconciliation Australia was established in 2001 and is the lead body on reconciliation in the nation.

It is an independent not-for-profit organisation which promotes and facilitates reconciliation by building relationships, respect and trust between Aboriginal and Torres Strait Islander people and the wider Australian community. Its ambition is to enable all Australians to contribute to the reconciliation of the nation.

Reconciliation Action Plans (RAPs)
Reconciliation Action Plans provide a framework for organisations to realise their vision for reconciliation. RAPs are practical plans of action built on relationships, respect and opportunities.

This RAP provides the Cancer Institute NSW with an opportunity to demonstrate its commitment to, and advance, reconciliation in the workplace by creating meaningful opportunities, and strengthening respect and understanding between Aboriginal and Torres Strait Islander Australians and other Australians.

The artwork illustrated throughout this document reflects on the Cancer Institute NSW who work and share values with other networks to aim for greater knowledge, awareness and success of health services for Australian Indigenous communities. Artwork by Dennis Golding.
I am pleased to present the Cancer Institute NSW’s inaugural Reconciliation Action Plan (RAP). This plan demonstrates our commitment to addressing the Aboriginal and Torres Strait health inequities pertaining to cancer-related outcomes. I also take this opportunity to acknowledge the Traditional Custodians of the land across NSW, with particular acknowledgement to the Gadigal people as custodians of the local land of the city of Sydney.

At the Cancer Institute NSW, we acknowledge the diverse culture of Aboriginal communities in NSW and their unique contribution to our society. The Institute is committed to cancer control for all Australians, with a specific focus on improving cancer outcomes for Aboriginal and Torres Strait Islander people, who have higher cancer incidence rates and poorer cancer outcomes than the general population.

In doing this, the Institute continues to build positive relationships with Aboriginal and Torres Strait Islander people and communities, based on trust and respect. We aim to make a difference in these communities by playing an important role in the development of culturally-aligned primary healthcare programs that support Aboriginal communities through Aboriginal Community Controlled Health Services (ACCHSs) and local health districts (LHDs).

We value and respect the culture and heritage of our employees, and aim to have a workforce that reflects the diversity of Australia’s population. Our RAP aims to build on our workforce diversity by collaborating with Aboriginal and Torres Strait Islander people, and implementing strategies to support increased employment opportunities.

“I encourage all those involved in cancer prevention and control in NSW to actively engage with the reconciliation process and work together to achieve the objectives in this plan. Together, we can make a difference.”

Professor David Currow FAHMS
Chief Cancer Officer, NSW and CEO, Cancer Institute NSW
Introduction

Our vision for reconciliation

Cancer impacts the lives of many people in NSW; however, there are disparities in terms of its impact and outcomes across the population, and this is particularly the case for Aboriginal and Torres Strait Islander people.

The Cancer Institute NSW’s vision is to create an environment which leverages the key principles of building stronger relationships, and greater respect and opportunities for Aboriginal and Torres Strait Islander people. This Reconciliation Action Plan (RAP) is a reflection of this vision, which will enhance our efforts to close the gap in cancer outcomes, as well as send a strong message regarding the value the Institute places on the importance of reconciliation, both within cancer control and across NSW.

We will collaborate and work strategically with key stakeholders to develop and address inequities in the health system to ensure Aboriginal and Torres Strait Islander people will have greater access to culturally-appropriate health information and programs to improve overall health outcomes.

About the Cancer Institute NSW

The Institute is Australia’s first statewide cancer control agency, established under the Cancer Institute (NSW) Act 2003 to lessen the impact of cancer across NSW.

As a pillar organisation of NSW Health, the Institute works collaboratively with the NSW Ministry of Health (MoH), local health districts (LHDs), primary health networks (PHNs), other NSW Health pillars, government and non-government community organisations, cancer charities and the community to improve cancer outcomes across NSW.

Our workforce consists of 236 employees; of which three staff identify as being Aboriginal/Torres Strait Islander people.

The NSW Cancer Plan outlines our coordinated, integrated and collaborative approach towards improving cancer outcomes and lessening the burden of cancer on the people of NSW and the health system.

The NSW Cancer Plan forms the basis of our strategic direction, with a focus on achieving three main goals:

1. Reducing the incidence of cancer in the community.
2. Increasing the survival of people with cancer.
3. Improving the quality of life of people with cancer and their carers.

We achieve our strategic objectives by:

- providing a source of expertise on cancer control for the government, health service providers, medical researchers and the general community
- engaging with the community, health professionals, researchers, governments and charity organisations to work towards achieving better health-related outcomes
- providing information, resources and advice about preventing cancer; in particular, around tobacco and alcohol use, and skin protection
- promoting the importance of early detection through breast, cervical and bowel screening
- providing grants that build research capacity and foster innovation in, and translation of, cancer research
- maintaining quality information repositories about cancer in NSW to inform future policy and health planning
- establishing partnerships with cancer healthcare professionals to develop and evaluate programs to improve the quality of cancer treatment and care in NSW.

Despite continued improvements in cancer survival in NSW, Aboriginal and Torres Strait Islander communities continue to experience disparities in cancer outcomes. The NSW Cancer Plan provides strategic actions to lessen the health gaps for people within the community who experience poorer cancer outcomes, including Aboriginal and Torres Strait Islander people.

The Cancer Institute NSW provides grants to Aboriginal community-based organisations to deliver improved health-related outcomes, and to enhance existing relationships with Aboriginal people across NSW.

Our vision ‘To end cancers as we know them’ and the Institute’s core values of ‘Collaboration, Openness, Respect and Empowerment’ are the foundation from which our inaugural RAP has been developed.
Our reconciliation journey

The work of the Cancer Institute NSW touches the lives of everyone across NSW. We understand the importance of embedding cultural awareness and understanding throughout our organisation to empower staff in their day-to-day roles, and develop an organisational culture that is committed to working in partnership with Aboriginal communities across the state.

Through our RAP, the Cancer Institute NSW reaffirms its commitment to respecting the diversity in our workplace for all Australians, including Aboriginal and Torres Strait Islander people, by building trust and developing greater cultural awareness, as we embrace the reconciliation journey that is being championed across Australia.

Our RAP will reinforce the positive work the Cancer Institute NSW is undertaking and will harness future opportunities to build positive and respectful relationships with Aboriginal and Torres Strait Islander communities in a culturally-appropriate way.

The Institute’s RAP has been developed by a RAP Working Group (RWG), chaired by the Aboriginal Community Liaison with membership consisting of executive, management and staff, including Indigenous staff representatives from across the Institute. A range of internal and external stakeholders were consulted to provide the necessary breadth and depth of input to ensure the Institute achieves what is outlined in this plan.

By acknowledging the past, the Institute is moving forward in partnership with Aboriginal and Torres Strait Islander people, on a journey of healing and reconciliation that encompasses the principles of relationships, respect, opportunity and accountability.

The RWG will be chaired by the Institute’s Aboriginal Community Liaison and will also consist of staff from across the Institute who will also act as Cancer Institute NSW RAP Champions to drive and work collaboratively with all stakeholders to achieve our action plan objectives. The RWG includes two Aboriginal and Torres Strait Islander staff members, and consists of staff in the following roles:

**Cancer Services and Information**
- Project Officer
- Program Coordinator, Improved Patient Experience
- Project Support Officer, Business Unit
- Project Officer, Relationships and Change
- Aboriginal Community Liaison (Chair)*

**Cancer Screening and Prevention**
- Director
- Bowel Cancer Screening Prevention Portfolio Coordinator
- Cervical Screening Program Manager
- Project Officer

**Executive Office**
- HR Business Partner
- Evaluation and Planning Coordinator
- Coordinator, Corporate Services
- Communications and Marketing Advisor

RWG secretariat responsibilities will be undertaken by RWG members on a rotating basis.

We are proud to be a part of the reconciliation community through Reconciliation Australia, and we are committed to closing the gap in cancer outcomes for Aboriginal and Torres Strait Islander communities across NSW.
Current activities

As outlined in the NSW Cancer Plan, improving cancer outcomes for Aboriginal and Torres Strait Islander people in NSW is a key priority of the Cancer Institute NSW.

Working with Aboriginal and Torres Strait Islander Communities; local, state and commonwealth government agencies; and community organisations, has been (and will continue to be) key to achieving positive outcomes.

Some of the activities, programs and initiatives currently underway to support the Institute’s RAP objectives are outlined below.

Respecting the Difference: Aboriginal Cultural Training Framework for NSW Health

The Cancer Institute NSW is implementing the Aboriginal Cultural Training Framework to ensure all staff develop the necessary skills and cultural knowledge to appropriately engage with Aboriginal and Torres Strait Islander people and communities while performing their duties.

Aboriginal and Torres Strait Islander Employment Strategy 2017–2019

This strategy aims to recruit and retain Aboriginal and Torres Strait Islander people. The target outlined in the strategy is to increase current levels of Aboriginal and Torres Strait Islander employment within the Cancer Institute NSW to 2.6%.

Aboriginal and Torres Strait Islander Advisory Group for data linkage and epidemiology projects

In recognition of the importance of Aboriginal community governance of Aboriginal health information and research, the Cancer Institute NSW has partnered with the Aboriginal Health and Medical Research Council of NSW to establish an advisory committee to strengthen Aboriginal and Torres Strait Islander community control and guidance for the development, implementation and reporting of data linkage and epidemiological projects.

Appointment of an Aboriginal/ Torres Strait Islander Community Liaison

An Aboriginal Community Liaison was appointed in January 2016. This position will take a lead role in the development, implementation and evaluation of Aboriginal-related Cancer Plan initiatives across the Cancer Institute NSW. This role will contribute to the strategic directions across the state to support cancer services, including the delivery of culturally-appropriate cancer control activities. The Aboriginal Community Liaison will also mentor and support other staff in working with Aboriginal and Torres Strait Islander people and communities across NSW.
Grants and resources to promote breast and cervical screening

- Four Aboriginal women shared their personal experiences with breast and cervical cancer to encourage other Aboriginal women to participate in these programs. Their personal stories were featured in video case studies and printed resources, which formed the basis of social marketing activities that specifically targeted Aboriginal women. These resources can now be downloaded for free from the Cancer Institute NSW website.

- A number of grants have been awarded to local health districts and Aboriginal Community Controlled Health Services to deliver local activities aimed at improving participation in cervical and breast screening among Aboriginal women.

Quit smoking support services

The NSW Aboriginal Quitline offers a culturally-appropriate smoking cessation support service to Aboriginal and Torres Strait Islander communities and people.

![Quitline 13 7848]

The model includes Aboriginal and Torres Strait Islander Quitline advisors and a dedicated Aboriginal Quitline Coordinator who coordinates the service, and develops and delivers a comprehensive Aboriginal Quitline Engagement Strategy, which promotes the service and encourages self and health professional referrals. The NSW Aboriginal Quitline is supported by funding from the Commonwealth Government under the Tackling Indigenous Smoking initiative.

Tobacco control grants

A number of grants have been awarded to local health districts and Aboriginal medical services to develop and implement local activities to support Aboriginal people and communities to quit smoking.

Cancer treatment side effects: A guide for Aboriginal health workers

This booklet was developed in collaboration with Aboriginal Health Workers (AHWs) to provide important and practical information to help them support Aboriginal and Torres Strait Islander people during their cancer treatment. The booklet has been well received by Aboriginal Health Workers and Aboriginal Community Controlled Health Services, and is available to download from our website.
The Reconciliation Action Plan

Relationships

The Cancer Institute NSW is committed to building and sustaining positive relationships to increase opportunities to identify best practice, and to further contribute to Aboriginal and Torres Strait Islander health outcomes across NSW. We value the existing relationships we have built with Aboriginal communities, and we are further enabling partnerships to be fostered to support the delivery of effective cancer control services, with a vision to reducing the disparity in cancer-related outcomes.

Focus area 1: Build and strengthen relationships

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| The RAP Working Group (RWG) will actively monitor and track the implementation of the RAP | Aboriginal Community Liaison          | • Establish RAP Working Group terms of reference.  
• Hold quarterly RAP Working Group meetings to track and monitor the implementation of the action plan, and report upon the outcomes.  
• Maintain diversity among the RWG, so that a broad representation of staff from across the Institute are involved, including Aboriginal and Torres Strait Islander staff members. | April, July, October 2017, 2018, 2019  |
| Build and maintain mutually-beneficial relationships with Aboriginal and Torres Strait Islander people, communities and organisations to support positive outcomes | Aboriginal Community Liaison Directors and Managers | • Develop a list of existing and potential internal and external partnerships with Aboriginal and Torres Strait Islander people, communities and organisations.  
• Maintain strong working relationships with relevant non-government organisations and Aboriginal communities to develop culturally-appropriate cancer-related resources, and advocate for equitable, culturally-appropriate end-to-end cancer services.  
• Build relationships and partnerships with other government agencies to leverage off existing relationships and work towards common objectives.  
• 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. | June 2017, January to December 2017, 2018, 2019, July 2017, June 2017, June 2017 |
Focus area 1: Build and strengthen relationships (cont.)

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<tr>
<td><strong>Promote, celebrate and encourage participation in National Reconciliation Week (NRW)</strong></td>
<td>Aboriginal Community Liaison Directors and Managers</td>
<td>• Raise internal awareness of National Reconciliation Week (NRW) by organising an internal event.</td>
<td>27 May to 3 June 2017, 2018, 2019</td>
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<td>• Register our event on the Reconciliation Australia website.</td>
<td>May 2018, 2019</td>
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<td>• Ensure all NRW events are published on the Cancer Institute NSW’s event calendar and intranet.</td>
<td>May 2018, 2019</td>
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<td>• Encourage and support staff to participate in local community events.</td>
<td>April 2018, 2019</td>
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<td>• Implement strategies to ensure the RAP Working Group supports and participates in an external event to recognise and celebrate NRW.</td>
<td>June 2017</td>
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<td>• Support an external NRW event.</td>
<td>May 2017, 2018, 2019</td>
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<td><strong>Raise internal and external awareness of the RAP to promote reconciliation across the organisation and sector</strong></td>
<td>RAP Working Group Media and Communications Directors and Managers</td>
<td>• Develop and implement a communications plan to raise awareness of the RAP among Institute staff and external stakeholders.</td>
<td>January 2018</td>
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<td>• Executive Team to promote RAP activities and achievements at Divisional and All Staff meetings, and other forums, as appropriate.</td>
<td>June to December 2017, 2018, 2019</td>
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<td>• Executive Team to support and encourage staff participation in cultural events.</td>
<td>June to December 2017, 2018, 2019</td>
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Focus area 2: Seek Aboriginal perceptions

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<td><strong>Explore suitable opportunities for Aboriginal representation on Cancer Institute NSW advisory and governance bodies</strong></td>
<td>Aboriginal Community Liaison</td>
<td>• Promote suitable opportunities and extend invitations to Aboriginal and Torres Strait people to be represented on internal advisory and governance bodies.</td>
<td>January, April, July and October 2017, 2018, 2019</td>
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<td>• Engage with the Aboriginal Health and Medical Research Council of NSW to develop productive and effective working relationships that enable the Institute to build a strategic plan to address requirements outlined within the <strong>NSW Aboriginal Health Plan 2013–2023</strong></td>
<td>June to December 2017, 2018, 2019</td>
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<td>• Establish an Aboriginal and Torres Strait Islander Advisory Group to provide advice and guidance on Aboriginal-related initiatives/programs across the Cancer Institute NSW.</td>
<td>June to December 2017</td>
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Respect

The Cancer Institute NSW recognises that mutual respect is crucial to developing strong relationships that contribute to sustainable partnerships. We will acknowledge and celebrate the diversity of Aboriginal and Torres Strait Islander cultures, language and heritage to ensure culturally-appropriate health services can be delivered accordingly. We will create a workforce that is enriched through learning about Aboriginal and Torres Strait Islander cultures and, as such, a workforce that is considerate and responsive to the diversity of Aboriginal and Torres Strait Islander people as we embed the appropriate strategies across the Institute to enhance delivery of culturally-appropriate cancer control services.

Focus area 3: Respect and celebrate culture

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<td>Engage employees in cultural learning to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements</td>
<td>Human Resources</td>
<td>• Measure current level of staff knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements.</td>
<td>July 2017, 2018, 2019</td>
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<td>Aboriginal Community Liaison</td>
<td>• Develop and implement a cultural awareness training strategy for staff, which defines cultural learning needs of all Cancer Institute NSW staff and considers various ways cultural learning can be provided (online, face-to-face workshops or cultural immersion).</td>
<td>December 2017, 2018, 2019</td>
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<td>• All Cancer Institute NSW staff to complete training as outlined in Respect the Difference; an Aboriginal Cultural Training Framework for NSW Health.</td>
<td>November 2017, 2018, 2019</td>
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<td>• Identify additional training opportunities for Cancer Institute NSW staff working closely with Aboriginal and Torres Strait Islander people, communities and/or organisations.</td>
<td>January and July 2017, 2018, 2019</td>
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<td>• Provide opportunities for RWG members, RAP champions, HR managers and other key leadership staff to participate in cultural training.</td>
<td>June to December 2017, 2018, 2019</td>
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<td>Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols</td>
<td>Aboriginal Community Liaison</td>
<td>• Develop and implement a cultural protocol document to guide and inform staff of appropriate content and when to provide an Acknowledgement of Country and when to engage an Elder to provide a Welcome to Country.</td>
<td>December 2017, 2018, 2019</td>
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<td>• Invite a Traditional Owner to provide a Welcome to Country at significant events.</td>
<td>December 2017, 2018, 2019</td>
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<td>• Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.</td>
<td>December 2017, 2018, 2019</td>
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<td>• Include Acknowledgement of Country at the commencement of important internal and external meetings.</td>
<td>December 2017, 2018, 2019</td>
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Focus area 3: Respect and celebrate culture (cont.)

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<tr>
<td>Provide opportunities for staff to celebrate NAIDOC week</td>
<td>Aboriginal Community Liaison, Human Resources</td>
<td>• Raise internal awareness by sharing information on NAIDOC Week, including information about the local Aboriginal and Torres Strait Islander people and communities.</td>
<td>June 2017, 2018, 2019</td>
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<td>• In collaboration with Aboriginal and Torres Strait Islander people, host an annual internal NAIDOC Week event.</td>
<td>July 2017, 2018, 2019</td>
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<td>• Support and encourage staff to attend local community NAIDOC Week events.</td>
<td>July 2017, 2018, 2019</td>
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<td>• Support opportunities for all Aboriginal and Torres Strait Islander staff to participate in a local NAIDOC Week event.</td>
<td>May 2018, 2019</td>
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<td>• Review HR policies and procedures to ensure they support staff to participate in NAIDOC Week.</td>
<td>April 2018, 2019</td>
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<td>• Contact the local NAIDOC Week Committee to discover events in the local community.</td>
<td>May 2018, 2019</td>
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<td>Ensure all internal and external communication is culturally-appropriate and reflects the relevant policies and guidelines of the Cancer Institute NSW and NSW Health</td>
<td>Aboriginal Community Liaison, Directors and Managers, Human Resources, Media and Communications</td>
<td>• Embed culturally-appropriate language into the Cancer Institute NSW brand guidelines, and include a section on culturally-appropriate communication when developing resources for Aboriginal and Torres Strait Islander communities.</td>
<td>March 2018, 2019</td>
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<td>• Update the Cancer Institute NSW website with a link to the RAP.</td>
<td>July and December 2017, 2018</td>
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<td>• Identify opportunities to develop culturally-appropriate resources (e.g. posters, brochures and online resources).</td>
<td>December 2017, 2018</td>
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<td>Create a culturally-welcoming environment for Aboriginal and Torres Strait Islander staff and visitors</td>
<td>Aboriginal Community Liaison, Directors and Managers, Human Resources, Media and Communications</td>
<td>• Display Aboriginal and Torres Strait Islander artwork within Cancer Institute NSW publications and resources, and within the premises of the Cancer Institute NSW.</td>
<td>July 2017, 2018, 2019</td>
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<td>• Purchase and display Aboriginal and Torres Strait Islander flags at the Cancer Institute NSW office.</td>
<td>February 2017, 2018, 2019</td>
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<td>• Develop a charter for Aboriginal and Torres Strait Islander health, aligned to NSW Health policy directives.</td>
<td>October 2017, 2018, 2019</td>
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<td>• Frame and display the Apology Statement within the Cancer Institute NSW premises.</td>
<td>January 2018</td>
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<td>• Acknowledge all relevant Aboriginal-specific days and provide staff the opportunity to highlight the work they are undertaking in relation to Aboriginal communities, which align with those days of significance.</td>
<td>June 2017, 2018, 2019</td>
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<td>• Support internal staff to embed culturally-appropriate strategies into everyday business.</td>
<td>July 2017, December 2018, July 2019</td>
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Opportunities

The Cancer Institute NSW believes that creating opportunities for Aboriginal and Torres Strait Islander people will further support the delivery of culturally-appropriate cancer services, and reflect the demographics associated with the broader strategies extrapolated upon within the NSW Cancer Plan. We understand the importance of developing solutions that contribute towards practical outcomes, in relation to employment and career pathways. We would like to be known as an employer of choice for Aboriginal and Torres Strait Islander people; to build diversity among the workforce and harness the opportunity to contribute to closing the health gap.

Focus area 4: Employment and career development

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| Investigate and promote Indigenous employment opportunities | Human Resources Aboriginal Community Liaison Managers | • Maintain the Cancer Institute NSW mentoring program.  
• Actively promote the Cancer Institute NSW’s Aboriginal and Torres Strait Islander Employment Strategy.  
• Promote employment opportunities using Aboriginal and Torres Strait Islander media and employment networks.  
• Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment and retention strategies, leadership and professional development opportunities.  
• Implement NSW Health and Public Service Commission recruitment strategies that are aligned to the NSW Health Aboriginal Workforce Strategic Framework 2016–2020.  
• Investigate opportunities to develop partnerships with key NSW universities and tertiary institutions to attract Aboriginal and Torres Strait Islander candidates.  
• Work effectively with a not-for-profit organisation, Aboriginal employment agency to develop a partnership that supports the attraction and retention of staff.  
• Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities.  
• Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace. | July 2017, 2018, 2019  
December 2017, 2018, 2019  
December 2017, 2018, 2019  
July 2017, 2018, 2019  
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December 2017, 2018 |
## Focus area 5: Support for indigeneous services and initiatives

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| **Investigate opportunities to incorporate supplier diversity** | Executive Finance Aboriginal Community Liaison Staff | • Promote the use of procurement options for Aboriginal and Torres Strait Islander businesses through guidelines outlined in the NSW Health Policy Directive, section 4.3.6.  
• Review Cancer Institute NSW procurement policies and procedures to incorporate guidelines around criteria for ‘Purchasing from Aboriginal businesses’, as outlined in NSW Health Policy Directive, Goods and Services Procurement Policy (PD2014_005).  
• Develop a list of Aboriginal and Torres Strait Islander businesses that could be used to procure services in accordance with NSW Health Procurement Guidelines.  
• Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander-owned business. | June 2017 June 2017 June 2017 June 2017 |
| **Support efforts underway to improve reporting of Aboriginal and Torres Strait Islander status on clinical cancer data collections** | Aboriginal Community Liaison Managers | • Investigate opportunities for improving clinical data collection by working strategically with the Aboriginal Health and Medical Research Council of NSW, and other key contacts across local health districts.  
• Use existing conferences to further support the distribution of critical cancer-related information, with an emphasis on highlighting best practice across the state, in relation to collection of data and Aboriginal cancer-related outcomes. | December 2017 December 2017, 2018, 2019 |
| **Evaluate programs and services to improve cancer outcomes for Aboriginal and Torres Strait Islander people and communities** | Aboriginal Community Liaison Directors and Managers | • Ensure Aboriginal and Torres Strait Islander communities are consulted with and contribute to the implementation of culturally-aligned NSW programs and services, supporting improved cancer outcomes in NSW.  
• Ensure Aboriginal and Torres Strait Islander patients are well represented in patient-reported surveys in cancer care services.  
• Support continuing improvements in the development, implementation and access of Cancer Institute NSW programs and services to Aboriginal and Torres Strait Islander communities by analysing Institute data and contributing to strategies that address identified needs. | December 2017, 2018 December 2017, 2018 December 2017, 2018 |
# Tracking and reporting

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| Build support for the RAP                                              | RAP Working Group Chairperson           | • Define resource needs for implementation of the RAP.  
• Define systems and capabilities needed to track, measure and report on RAP activities.                                                                                                                      | June 2017, June 2017|
| Report RAP achievements, challenges and learnings to Reconciliation Australia | Aboriginal Community Liaison            | • Investigate opportunities to participate in the RAP Barometer.  
• Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia.                                                                                                      | May 2018, September 2017, 2018, 2019 |
| Report RAP achievements, challenges and learnings—internally and externally | Aboriginal Community Liaison, RAP Working Group Media and Communications | • Provide quarterly updates to Executive on RAP progress to ensure the Institute is informed in a timely manner and actively support implementation.  
• Annually report to the Cancer Institute NSW Board on RAP progress.  
• Publicly report RAP achievements, challenges and learnings on the Cancer Institute NSW website.  
• Periodically update staff with achievements, challenges and learnings, via internal communications channels.                                                                                   | April, July, October and January 2017, 2018, 2019, December 2017, 2018, 2019, December 2017, 2018, 2019, December 2017, 2018, 2019 |
| Review and refresh RAP                                                 | Aboriginal Community Liaison, RAP Working Group Executive | • Liaise with Reconciliation Australia to develop a new RAP, based on learnings, challenges and achievements.  
• Submit draft RAP to Reconciliation Australia for feedback and formal endorsement.                                                                                                                                 | January 2019, May 2019 |