

# Innovate Reconciliation Action Plan

From July 2024 to July 2026



RECONCILIATION  
ACTION PLAN

INNOVATE



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**Marathon Health pays respect to the traditional custodians of the land we stand upon.**

**This seal represents our commitment to working with our communities for a better future for all.**



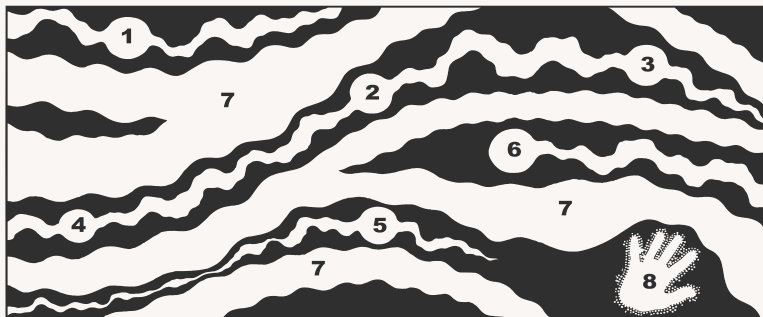
# Walk to Reconciliation

Artist: Nathan Peckham

Title: Walk to Reconciliation (2018)

Medium: Acrylic on canvas

1750 mm x 850 mm



This piece tells a story of a journey along a bila (river). This bila represents reconciliation. Along this bila are different ngurang (camp or a place). Each ngurang has a different meaning:

- |  |  |
|--|--|
| <ol style="list-style-type: none"> <li>1. Our communities which we service</li> <li>2. Marathon Health regional office Dubbo</li> <li>3. Marathon Health regional office Canberra (ceased operations)</li> <li>4. Marathon Health regional office Murrumbidgee</li> <li>5. Marathon Health regional office Bathurst</li> <li>6. headspace</li> </ol> | <ol style="list-style-type: none"> <li>7. Depicts the current of the river, which represents the idea that even though we will face challenges on our journey together, it's important to remember to keep moving forward.</li> <li>8. Represents the Marathon Health CEO and the importance of their guidance and leadership to ensure the walk to reconciliation is a successful one.</li> </ol> |
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Some graphic elements used throughout the Marathon Health brand, and this document, have been created using elements of the Walk to Reconciliation artwork with the approval of Nathan Peckham, Walk to Reconciliation Artist.



## Artist's Acknowledgement

“As the creator of this artwork, it is my privilege and responsibility to acknowledge the ancestral custodians of the land we walk on, give thanks to our Elders for their wisdom and pledge my continued commitment to preserving their legacy for future generations.

On behalf of my family and the Tubbah Gah Wiradjuri people, I would also like to respectfully acknowledge all the tribal nations of the land which Marathon Health services.”

**Nathan Peckham**

Walk to Reconciliation Artist



## Message from our Board Chair

Marathon Health is committed to improving health and wellbeing outcomes for First Nations people in regional communities.

We understand the importance of creating culturally safe environments, services and workplaces for our First Nations staff, clients and community – working from a foundation of strong relationships, mutual respect and understanding.

This Innovate RAP outlines Marathon Health's commitment to developing the cultural competency of our organisation, to support us on our walk to reconciliation. The actions outlined in this RAP will be central to embedding our Cultural Safety Framework and policies, further strengthening our relationship with First Nations peoples, and supporting our delivery of culturally appropriate services.

The knowledge and perspective our First Nations staff bring to Marathon Health is critical to our progress, as we continue to invest in developing cultural capability in our workforce. Through this commitment, we will strengthen our individual understanding, our service delivery, our support mechanisms for First Nations peoples and our foundation for future reconciliation initiatives.

**Annette Crothers**

Board Chair, On behalf of Marathon Health Board



## Message from our CEO

We live and work in communities where we see health inequality every day, and the impact that this inequality has at every stage of life.

Alongside our Cultural Safety Framework, launched in 2023, our Innovate RAP serves as a roadmap to guide our ongoing work in the areas of service delivery and First Nations workforce development.

The actions we have identified see us continuing to work in partnership with First Nations peoples, communities and organisations to design and deliver services that focus on the physical, social, emotional, cultural and spiritual wellbeing of clients in regional communities. They will support our focus on identifying and providing employment pathway opportunities for First Nations staff, ensuring that they feel safe in their workplace and their voices heard. Lastly, they will keep us accountable for

developing the tools and resources needed to monitor and evaluate our work in this space.

This is an ongoing journey for Marathon Health, and we recognise the enormity of this task. From our executive and senior leadership team, to our firmly established Cultural Safety Governance Committee and our staff – we are committed to ensuring our priorities are meaningful as we work to improve health equality for First Nations people.

This is how we can contribute to Closing the Gap.

**Megan Callinan**  
CEO, Marathon Health



# Message from Reconciliation Australia

Reconciliation Australia commends Marathon Health on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Marathon Health to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Marathon Health will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Marathon Health is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Marathon Health's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

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

**Karen Mundine**  
CEO, Reconciliation Australia







# Our Business

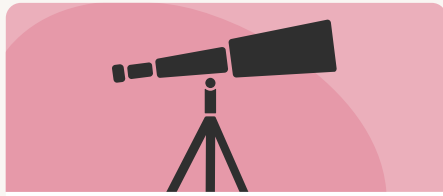
Marathon Health is a not-for-profit organisation and registered charity and is one of the largest providers of community-based health services in regional NSW. Our vision is to enable communities to thrive through improved health and wellbeing.

Since Marathon Health commenced operations in July 2015, our health and wellbeing services have grown to reach across Aboriginal health, mental health, chronic disease, preventative health, early intervention services, and services to support members of our community with a disability. We work in partnership with people of all ages and backgrounds, and other service providers, to support people to achieve their health and wellbeing goals.

Our main offices are located in Albury, Bathurst, Dubbo, Orange and Wagga Wagga and we operate six headspace centres in the regional communities of Bathurst, Cowra, Dubbo, Lithgow, Orange and Queanbeyan. Our face-to-face services reach more than 36 local government areas across regional NSW and Victoria supporting almost 20,000 people to access high quality health and wellbeing services closer to home. In addition, we deliver the After Hours Crisis Referral Service across Australia to NDIS participants experiencing a breakdown of their critical disability related supports.

Marathon Health employs the largest non-profit allied health workforce in rural and regional NSW, with more than 300 staff living and working in regional and rural NSW. As part of our commitment to further support the delivery of culturally sensitive services, more than 13% of staff now identify as First Nations people.

Our multidisciplinary workforce is committed to delivering high quality, culturally-safe, evidence-based health and wellbeing services and has a reputation for providing quality services in partnership with communities, through innovation and collaboration. Our clinical team includes Aboriginal Health Workers/Practitioners, allied health assistants, dietitians, diabetes educators, social workers, speech pathologists, occupational therapists, peer workers and psychologists, many of whom deliver outreach to rural and remote communities. We also employ a team of care coordinators and health navigators that support vulnerable people to access services and supports to improve their health and wellbeing.



### Vision

Empowering communities to thrive through equitable health and wellbeing



### Purpose

To collaborate with communities to create the services they need to improve their quality of life

Our Strategic Plan 2025 – 2029 focuses on four core strategies:



### Customers

Elevating customer voices and improving access



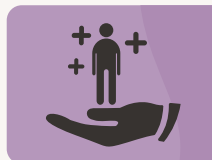
### Services

Looking at new models of care to meet future need



### Workforce

Supporting our staff to meet the challenges ahead and building the rural health workforce



### Organisation

Building a sustainable organisation for the future

Marathon Health works in partnership with key Aboriginal Health Services and Aboriginal Community-Controlled Organisations which enable and enhance culturally appropriate service delivery to clients.

## Our current partners include:

- Aboriginal Health and Medical Research Council
- Bamara
- Bathurst Young Mob
- Bawrunga Aboriginal Medical Service (Gulargambone)
- Bila Muuji
- Birrang
- Condobolin Aboriginal Medical Service
- Coonamble Aboriginal Medical Service
- Coonamble Local Aboriginal Lands Council
- Dubbo Regional Aboriginal Medical Service
- Gilgandra Local Aboriginal Medical Service
- Griffith Aboriginal Medical Service
- Gulargambone Local Aboriginal Lands Council
- National Aboriginal Sporting Chance Academy
- Nyngan Local Aboriginal Lands Council
- Orange Aboriginal Medical Service
- Orange Local Aboriginal Land Council
- Peak Hill Aboriginal Medical Service Incorporated
- Rivmed
- The Clontarf Academy
- The Girls Academy
- The Goanna Academy
- Three Rivers Regional Assembly
- Towri MACS
- Warren Local Aboriginal Lands Council
- Weigelli Centre Aboriginal Corporation
- Wellington Aboriginal Corporation Health Service
- Wiradjuri Condobolin Corporation
- Yilabara Solutions

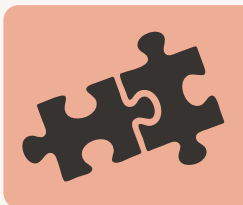


# ICARE Values



## Integrity and trust

We live and work in the communities in which we operate, so we are better able to understand their needs and advocate for their futures. Through our integrity and passion, we strive to earn the trust of our clients, our stakeholders and our funders.



## Collaboration and innovation

We advocate for and collaborate with communities, to grow investment in health and wellbeing services. Through collaboration and innovation, we seek real connections and leverage our shared resources.



## Achievement and excellence

We are proud advocates for equal access to quality health services for people wherever they choose to live. Our staff strive for excellence – supported by professional development and career progression opportunities – to ensure we are moving towards a positive future.



## Respect and empowerment

We celebrate diversity and are committed to ensuring our services are culturally appropriate. Our foundation is built on a culture of inclusion, respect and empowerment.



## Empathy and understanding

We are openly compassionate; we listen to the needs of our communities and advocate for their interests. Through empathy and understanding, we strive towards our vision of thriving communities.



## **Acknowledgement of Country**

**“We would like to acknowledge Aboriginal and Torres Strait Islander peoples as Australia’s First People and Traditional Custodians.**

**We value their cultures, identities, and continuing connection to country, waters, kin and community.**

**We pay our respects to Elders past, present and emerging and are committed to making a positive contribution to the wellbeing of Aboriginal and Torres Strait Islander peoples, by providing services that are welcoming, safe, culturally appropriate and inclusive.”**



Past. Present. Future. Dubbo street mural featuring Aunty Pearl Gibbs by Melbourne artist Matt Adnate.

## Our Vision for Reconciliation

Marathon Health's vision for reconciliation is grounded in the belief that First Nations people should have access to quality, safe health care. Good health outcomes should support First Nations people to reach their potential.

We believe we must understand the past and recognise the diversity of First Nations people cultures and histories – especially across our operating region – to enable us to realise reconciliation in the future.

This means working respectfully with communities, Aboriginal Medical Services and Aboriginal corporations, and supporting First Nations people to contribute meaningfully in the development of the health services they access. Marathon Health will listen to our First Nations clients, Regional Assemblies and Alliances; and demonstrate equity and respect in our service delivery.



## Our RAP Journey

Our Innovate RAP allows us to embed our knowledge and learnings to date to make further progress towards a culturally safe organisation and further build our relationships with First Nations communities.

Marathon Health is invested in Closing the Gap for First Nations people. With 7.7% of the population across our footprint identifying as First Nations, we recognise we are strongly positioned to have an impact on the life expectancy of First Nations people by providing quality health and wellbeing services within a our communities. We are also committed to the development of people and their communities and through a codesign process, have created a program that employees First Nations peoples in community whilst they undertake study in health-related fields.

The organisation and its people are committed to a greater partnership with First Nations people in achieving health equality through a strength-based approach, where we place our First Nations people and communities at the centre of service delivery. We commit to a collective journey – a shared commitment to empower First Nations people to live healthy and prosperous lives.

### **Key achievements from our Reflect RAP included:**

- Development of targeted employment pathways to support the growth of our First Nations workforce from 7.1% at the beginning of 2020 to 13.72% in July 2023 including Aboriginal Health Workers, Aboriginal Health Practitioners, Indigenous Peer Support Workers, Community Engagement Officers, Team Leaders, Indigenous Health Program Officers and Care Coordinators.
- Conducting cultural awareness training for the Marathon Health Board and staff across our footprint. The training is outsourced to appropriate Nation groups to ensure it reflects the experience of the local community that we serve and gives our staff the local knowledge to work with our Nation's first people. Online cultural safety training is a compulsory part of our staff induction and must be completed during their six-month probation.
- Commencing our memberships with Supply Nation as an integral part of our purchasing approach to support local, regional and Indigenous business enterprises. For example, we have partnered with Ethan Indigenous, the largest Supply Nation IT company, to support the upgrade of all our office internet connections, our transition to the cloud, and our ongoing supplemental ICT support services.



Another significant outcome of our first RAP was the development of our Cultural Safety Framework that was launched by members of our Cultural Safety Governance Committee in August 2023. Consistent with our ICARE values and strategic priorities to develop and deliver quality health and wellbeing services together with our communities, this framework consists of three key plans being the Marathon Health RAP, the Aboriginal and Torres Strait Islander Strategic Engagement plan, and the Aboriginal and Torres Strait Islander Workforce Development plan.

Marathon Health's First Nations staff provided guidance and input to ensure this Framework is meaningful and applies to the communities we work with. The framework demonstrates our commitment to working with First Nation communities and 'Closing the Gap' by reducing barriers for First Nations people in accessing our services.

The cultural safety approach outlined in the framework is about creating workspaces where everyone can examine their own cultural identifies and attitudes. It includes:

- That cultural safety is based on personal experiences of clients and staff
- Identifying the power relationships between staff and clients and empowering service users to take full advantage of the services offered
- Delivering accessible, accountable and responsive services that are free from racism and inequality.

Our Innovate RAP was developed by our Cultural Safety Governance Committee in consultation with First Nations staff through our Yarning Channel. There are 13 members on our Cultural Safety Governance Committee made up of First Nations staff, our senior operations team including the Chief Operations Officer and representation from our marketing and communications team. We currently have four First Nations staff represented on our Committee and two of these staff members Chair our committee meetings. Through our Governance Committee we will monitor the actions and deliverables within the RAP as we walk toward reconciliation with First Nations people.

## Cultural Safety Governance Committee members

- Chief Operations Officer (COO)
- Cultural Capability Lead / Indigenous Health Project Officer (RAP Champion)
- Cultural Capability Lead / Community Engagement Officer (RAP Champion)
- Group Manager Corporate Services
- Youth Peer Worker
- General Manager (GM) Operations
- General Manager (GM) Commercial Services
- General Manager (GM) headspace
- General Manager (GM) People and Capability
- Principal Practice Lead
- Group Manager Marketing and Communications (Marcomms)
- Executive Assistant (EA) to Chief Operations Officer (COO)



# Relationships

Marathon Health’s mission is to develop and deliver high quality health and wellbeing services in partnership with communities. We recognise that we cannot achieve this unless we have strong relationships with First Nations people, communities and organisations that are focussed on listening, learning and genuine commitment to collaboration.

We are committed to building strong, reciprocal and enduring relationships with First Nations people, leaders and organisations to deepen our understanding of community needs and strengths. This will inform the way in which we work and ensure our services are culturally safe and deliver meaningful outcomes for First Nations people.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.	<ul style="list-style-type: none"> <li>Meet with local First Nations stakeholders and organisations to develop guiding principles for future engagement.</li> </ul>	February 2026	Lead: Cultural Capability Leads Support: GM Operations
	<ul style="list-style-type: none"> <li>Develop and implement an engagement plan to work with First Nations stakeholders and organisations.</li> </ul>	July 2026	Lead: GM People and Capability Support: Cultural Capability Leads
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.</li> </ul>	May 2025 May 2026	EA to COO
	<ul style="list-style-type: none"> <li>Cultural Safety Governance Committee members to participate in an external NRW event.</li> </ul>	27 May – 3 June, 2025 and 2026	Cultural Safety Governance Committee Chair
	<ul style="list-style-type: none"> <li>Encourage and support Marathon Health staff to participate in external events to recognise and celebrate NRW.</li> </ul>	27 May – 3 June, 2025 and 2026	Cultural Capability Leads
	<ul style="list-style-type: none"> <li>Organise at least one NRW event each year within each sub-region across our footprint</li> </ul>	27 May – 3 June, 2025 and 2026	Lead: GM Operations Support: Operations Team
	<ul style="list-style-type: none"> <li>Register all our NRW events on Reconciliation Australia’s NRW website.</li> </ul>	May 2025 and 2026	Lead: Cultural Capability Leads Support: EA to COO

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> <li>Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.</li> </ul>	May 2026	Lead: GM People and Capability Support: Cultural Capability Leads
	<ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation publicly.</li> </ul>	May 2025 May 2026	Group Manager Marcomms
	<ul style="list-style-type: none"> <li>Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.</li> </ul>	April 2025	Lead: GM Operations Support: GM Commercial Services
	<ul style="list-style-type: none"> <li>Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.</li> </ul>	May 2026	Cultural Capability Leads
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> <li>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> </ul>	April 2025	Group Manager – Human Resources
	<ul style="list-style-type: none"> <li>Review and continue to implement, and communicate our organisation’s Anti-Discrimination Policy.</li> </ul>	April 2026	GM People and Capability
	<ul style="list-style-type: none"> <li>Engage with First Nations staff and/or advisors to consult on our anti-discrimination policy.</li> </ul>	June 2025	GM People and Capability
	<ul style="list-style-type: none"> <li>Educate senior leaders on the effects of racism.</li> </ul>	March 2026	Cultural Capability Leads



# Respect

Marathon Health’s values are embedded across the organisation and are front of mind in the decisions we make and in the way in which we work. One of our key values is Respect and Empowerment and focuses on celebrating diversity and ensuring we have a strong foundation of inclusion and understanding across the organisation.

To allow us to achieve this we will create a culture of learning and understanding that aims to further embed knowledge and appreciation of First Nations cultures within Marathon Health. By listening to First Nations people and increasing awareness and appreciation of First Nations cultures and histories, we will be better placed to embrace differences and diversity and acknowledge and better understand cultural needs of First Nations people and communities.

This will allow us to provide safe and inclusive workplaces and to design and deliver culturally safe services founded on respect and strengths of First Nations people.

Action	Deliverable	Timeline	Responsibility
1. Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> <li>Conduct a review of cultural learning needs within our organisation.</li> </ul>	June 2025	GM People and Capability
	<ul style="list-style-type: none"> <li>Consult local Traditional Owners and/or First Nations advisors to inform our cultural learning strategy.</li> </ul>	June 2025	Lead: GM People and Capability Support: Cultural Capability Leads
	<ul style="list-style-type: none"> <li>Develop, implement, and communicate a cultural learning strategy document for our staff.</li> </ul>	June 2026	GM People and Capability
	<ul style="list-style-type: none"> <li>Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.</li> </ul>	June 2026	COO

Action	Deliverable	Timeline	Responsibility
2. Demonstrate respect to First Nations peoples by observing cultural protocols.	<ul style="list-style-type: none"> <li>Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	February 2025	Lead: Group Manager Marcomms  Support: Cultural Capability Leads
	<ul style="list-style-type: none"> <li>Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.</li> </ul>	February 2025	Lead: Principal Practice Lead  Support: Cultural Capability Leads
	<ul style="list-style-type: none"> <li>Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.</li> </ul>	March 2025 March 2026	EA to COO
	<ul style="list-style-type: none"> <li>Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.</li> </ul>	October 2024 October 2025	COO
3. Build respect for First Nations cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> <li>Cultural Safety Governance Committee to participate in an external NAIDOC Week event.</li> </ul>	First week in July, 2024, 2025 and 2026	Cultural Safety Governance Committee Chair
	<ul style="list-style-type: none"> <li>Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.</li> </ul>	September 2024	GM People and Capability
	<ul style="list-style-type: none"> <li>Promote and encourage participation in external NAIDOC events to all staff.</li> </ul>	First week in July, 2024, 2025 and 2026	Group Managers
4. Provide a welcoming environment that recognises the importance of the cultural beliefs and practices of First Nations people.	<ul style="list-style-type: none"> <li>Review all office locations and meeting places for cultural appropriateness and implement recommendations.</li> </ul>	June 2025	Lead: GM Operations  Support: GM headspace
	<ul style="list-style-type: none"> <li>Ensure cultural safety education provision explores non-Indigenous staff behaviours and challenges unconscious/conscious behaviours.</li> </ul>	December 2024	GM People and Capability



# Opportunities

With 10.5%<sup>1</sup> of the population across our operating region identifying as Aboriginal and/or Torres Strait Islander people – and approximately 40% of the potential client base – Marathon Health is strongly positioned to improve the health, social and economic outcomes for First Nations peoples.

We are committed to increasing opportunities for First Nations people to further their skills, experience, and career through employment with Marathon Health and our partner organisations.

We will also further progress our procurement systems and processes that support First Nations businesses. This provides significant social, cultural and economic benefits for First Nations communities, while also increasing our capability to improve the health and wellbeing outcomes of First Nations peoples through the design and delivery of culturally safe services.

Action	Deliverable	Timeline	Responsibility
1. Improve employment outcomes by increasing First Nations recruitment, retention, and professional development.	<ul style="list-style-type: none"> <li>Review understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</li> </ul>	July 2025	Lead: GM People and Capability  Support: GM Operations
	<ul style="list-style-type: none"> <li>Engage with First Nations staff to consult on our recruitment, retention and professional development.</li> </ul>	June 2025	Lead: GM People and Capability  Support: Cultural Capability Leads
	<ul style="list-style-type: none"> <li>Review and continue to implement the Aboriginal Workforce Development Strategy.</li> </ul>	January 2026	Lead: COO  Support: GM People and Capability
	<ul style="list-style-type: none"> <li>Advertise job vacancies to effectively reach First Nations stakeholders.</li> </ul>	September 2024	Lead: GM People and Capability  Support: Group Manager Marcomms
	<ul style="list-style-type: none"> <li>Review HR, onboarding and recruitment procedures and policies to remove barriers to First Nations participation in our workplace.</li> </ul>	June 2025	Group Manager – Human Resources
	<ul style="list-style-type: none"> <li>Maintain Marathon Health’s First Nations workforce percentage between 10-15%.</li> </ul>	March 2025	GM People and Capability

Action	Deliverable	Timeline	Responsibility
2. Increase First Nations supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.</li> </ul>	May 2026	Group Manager Corporate Services
	<ul style="list-style-type: none"> <li>Investigate Supply Nation membership.</li> </ul>	June 2025	Group Manager Corporate Services
	<ul style="list-style-type: none"> <li>Communicate opportunities for procurement of goods and services from First Nations businesses to staff through internal website.</li> </ul>	July 2025	Group Manager Marcomms
	<ul style="list-style-type: none"> <li>Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.</li> </ul>	May 2025 May 2026	Group Manager Corporate Services
	<ul style="list-style-type: none"> <li>Continue to develop commercial relationships with First Nations businesses.</li> </ul>	May 2025 May 2026	Group Manager Corporate Services
3. Develop recruitment campaigns to attract First Nations staff	<ul style="list-style-type: none"> <li>Trial alternative recruitment methods including localised community campaigns.</li> </ul>	March 2025	Lead: Group Manager – Human Resources  Support: Group Manager Marcomms
	<ul style="list-style-type: none"> <li>Establish and trial a mentoring program for staff and trainees through the headspace Outreach Program.</li> </ul>	October 2024	GM headspace
4. Work with First Nations employees to research and understand the issues that affect their employment and career development.	<ul style="list-style-type: none"> <li>Hold First Nations staff gathering to identify ongoing mechanisms for consultation and feedback.</li> </ul>	March 2025	Lead: COO  Support: Cultural Capability Leads
	<ul style="list-style-type: none"> <li>Utilise agreed First Nations staff consultation mechanisms to explore employment related issues.</li> </ul>	July 2025	Group Manager – Human Resources
	<ul style="list-style-type: none"> <li>Utilise entry and exit survey to understand barriers and enablers.</li> </ul>	July 2025	Group Manager – Human Resources



# Governance, Tracking, and Reporting

Cultural safety governance, accountability and reporting is monitored through our Cultural Safety Governance Committee. The committee will guide and oversee Marathon Health’s journey through the RAP framework stages of development from Innovate to Elevate and be responsible for communicating achievements and progress.

Action	Deliverable	Timeline	Responsibility
1. Maintain an effective Cultural Safety Governance Committee to drive governance of the RAP	• Maintain First Nations representation on the Cultural Safety Governance Committee.	October 2025	COO
	• Maintain and review our Terms of Reference for the Cultural Safety Governance Committee.	February 2025 February 2026	EA to COO
	• Meet monthly to drive and monitor RAP implementation.	March 2025 September 2026	COO
2. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	September 2024	Cultural Capability Leads
	• Engage our senior leaders and other staff in the delivery of RAP commitments.	September 2024	Cultural Capability Leads
	• Define and maintain appropriate systems to track, measure and report on RAP commitments.	July 2024	Lead: Cultural Capability Leads Support: EA to COO
	• Appoint and maintain an internal RAP Champion from senior management.	July 2024	COO



Action	Deliverable	Timeline	Responsibility
3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	<ul style="list-style-type: none"> <li>Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.</li> </ul>	June annually	EA to COO
	<ul style="list-style-type: none"> <li>Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.</li> </ul>	1 August annually	EA to COO
	<ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Survey to Reconciliation Australia.</li> </ul>	30 September annually	EA to COO
	<ul style="list-style-type: none"> <li>Report RAP progress to all staff and senior leaders quarterly.</li> </ul>	September and December 2024  March, June, September and December 2025  March and June 2026	Group Manager Marcomms
	<ul style="list-style-type: none"> <li>Publicly report our RAP achievements, challenges and learnings, annually.</li> </ul>	June 2025  June 2026	Group Manager Marcomms
	<ul style="list-style-type: none"> <li>Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.</li> </ul>	May 2026	Lead: Cultural Capability Leads  Support: EA to COO
	<ul style="list-style-type: none"> <li>Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.</li> </ul>	July 2026	Lead: Cultural Capability Leads  Support: EA to COO
	4. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> <li>Register via Reconciliation Australia's website to begin developing our next RAP.</li> </ul>	January 2026

# Contact details

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