



INNOVATE RECONCILIATION ACTION PLAN

July 2025 – June 2027

ACKNOWLEDGEMENT OF COUNTRY

Cancer Council NSW would like to acknowledge the Traditional Custodians of the land on which we live and work. We would also like to pay respect to Elders past and present, and extend that respect to all other Aboriginal and Torres Strait Islander peoples.



CARISSA PAGLINO – ARTIST’S STORY

Carissa was born and raised in the city of Newcastle, which is Awabakal country. She is a descendent of the Wanaruah people, from the Upper Hunter Valley in NSW and has lived in the Newcastle area for most of her life. She currently lives in Medowie, NSW, which is Worimi country.

In 2004, while studying for a Diploma in Graphic Design, Carissa started work as a Graphic Designer with Miromaa Aboriginal Language & Technology Centre. After completing her Diploma began full time work with Miromaa, where she helped developed Miromaa Design, a high quality Graphic Design service.

Her freelance work has included designing Aboriginal style tattoos, Aboriginal artwork canvas prints, designing clothing label design and Aboriginal fabric designs. In her spare time Carissa practices many different forms of art, design and craft including painting, collage, mix media, drawing, scrap booking, photography, fabric design, origami and pottery.

The story of Healing Journey

The start of this journey (bottom left) is cluttered and busy representing the trials and hardships that can be experienced by the individual and those around them when someone is unwell. A pathway is depicted with meeting/resting place symbols scattered along the way portraying the struggles and also high points along the journey. The circles get sparser as you move along the pathway showing the healing process as struggles and hurdles become less and less. The colours also get brighter as you move along the pathway showing happiness.



The artwork shows that with positive thinking, healthy living and the support of family, friends and healthcare workers a healing journey can take place. The people are represented by the silhouettes in the background; they are all connecting with each other, dancing happily and helping each other to heal. The artwork has a flowing pattern and direction to represent peace, happiness, harmony and healing. The journey and pathway also refers to the cycle of life which is important in Aboriginal culture.

Colour Meanings

Purple – wisdom, dignity, ambition. Purple evokes peace of mind.

Red – strength, vigour, willpower, courage. Red is an emotionally intense colour.

Orange – encouragement, determination. Orange produces an invigorating effect and stimulates mental activity.

Yellow – joy, happiness, energy. Warming effect; arouses cheerfulness and stimulates mental activity.

White – goodness, purity, safety, cleanliness. White has a positive association.

Black – used in artwork for highlights and contrast purposes.

MESSAGE FROM OUR CEO



I am proud to present our Innovate Reconciliation Action Plan (RAP), developed in collaboration with community stakeholders and Reconciliation Australia.

This plan represents our ongoing commitment to reconciliation with Aboriginal and Torres Strait Islander peoples, building on the foundation laid by our first RAP in 2012. Since then, we have developed and implemented two RAPs to strengthen and demonstrate our commitment to our efforts to promote reconciliation.

In 2024, we launched a new five-year strategy to lead us to a cancer free future. We know that to realise our vision and to enhance equity in cancer outcomes, collaboration and partnership with the community is essential.

Our Innovate RAP focuses on deepening our connections with Aboriginal and Torres Strait Islander peoples to build and deliver culturally safe and responsive programs and services, and to make our organisation a preferred choice for all people affected by cancer.

As a RAP Champion, I am confident that the goals we have set in this RAP, that align with Reconciliation Australia's three core pillars – Relationships, Respect and Opportunities – will help us achieve our vision of improving health outcomes for Aboriginal and Torres Strait Islander peoples across NSW.

I am passionate about a whole of organisation approach to delivering these goals. Our RAP Working Group will oversee this work and will provide regular reports on activities and progress to the Executive Leadership Team and Cancer Council NSW Board, to ensure accountability for delivery of the plan.

I would also like to thank Uncle Clark Scott and Nicole Winters, two founding members of Cancer Council NSW's Aboriginal Advisory Committee, who have provided valuable cultural guidance and knowledge throughout the development of this RAP.

It is through our actions and accomplishments, not just words or promises, that we will measure our true progress. I look forward to sharing our journey to deliver these outcomes and advance respectful, authentic, and long-term relationships with Aboriginal and Torres Strait Islander peoples.

Professor Sarah Hosking

Chief Executive Officer
Cancer Council NSW

STATEMENT FROM CEO OF RECONCILIATION AUSTRALIA



Reconciliation Australia commends Cancer Council NSW on the formal endorsement of its second, Innovate Reconciliation Action Plan (RAP).

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

With 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. Cancer Council NSW continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Cancer Council NSW will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Cancer Council NSW using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Cancer Council NSW to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Cancer Council NSW will ensure shared and cooperative success in the long-term.

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

Congratulations Cancer Council NSW on your second, Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer
Reconciliation Australia

OUR VISION FOR RECONCILIATION

At Cancer Council NSW, our vision for reconciliation is to improve cancer outcomes for Aboriginal and Torres Strait Islander communities by partnering to create and deliver culturally safe and responsive programs and services. We aim to do this by advancing respectful, authentic and long-term relationships with Aboriginal and Torres Strait Islander peoples.



Designed by Marcus Lee, a descendant of the Karajarri people. The visual concept is an interpretation of an Indigenous styled daffodil. The symbol of the daffodil is our trusted icon and is the international symbol for hope.

OUR BUSINESS

Cancer Council NSW is Australia's leading cancer charity, working across every aspect of every cancer.

Every day, we support families affected by cancer when they need it most, speak out on behalf of the community on cancer issues, empower people to reduce their cancer risk, and find new ways to better detect and treat cancer.

In NSW alone, there are more than 50,000 new cancer cases each year, and 15,000 cancer-related deaths. While cancer outcomes in NSW are among the best in the world, we acknowledge significant work needs to be done to address growing inequities in outcomes among certain groups.

Aboriginal and Torres Strait Islander peoples face significant barriers to screening, preventive health, and cancer care. These barriers include trauma, racism, discrimination, lack of culturally safe health services, socioeconomic disadvantage, fear, and stigma. As a result, compared to non-Indigenous people, Aboriginal and Torres Strait Islander peoples experience higher cancer incidence and mortality rates, lower participation in cancer screening programs, and a lower proportion of non-smokers. Cancer is the leading cause of death for Aboriginal and Torres Strait Islander peoples.

In 2024, Cancer Council NSW adopted a new five-year strategy to lead NSW towards a cancer-free future. We recognise that to achieve our vision and to improve equity in cancer outcomes, we must collaborate and partner with the community – because it's all of us, against cancer.

We know that purposeful, strategic and respectful community engagement with the community, including Aboriginal and Torres Strait Islander communities, is critical to achieve better health outcomes. Our nine local Cancer Council offices



across NSW and 23 Cancer Council Information Services located in hospitals and cancer treatment centres enable us to work alongside and partner with community to provide access to vital information resources and supportive care services when people need it most.

Cancer Council NSW currently has 369 permanent employees, of whom two identify as Aboriginal and/or Torres Strait Islander people. We also have 653 regular registered volunteers who work alongside our staff, of whom four identify as Aboriginal and/or Torres Strait Islander people. There is currently one identified position within Cancer Council NSW.

At Cancer Council NSW, we see reconciliation as a commitment to advancing respectful, authentic and long-term relationships with Aboriginal and Torres Strait Islander peoples by implementing strategies and initiatives that will enable us to work together to tackle cancer. Our organisational values demonstrated by staff and volunteers of, 'We build connections,' 'We make a difference,' 'We stand up and speak out' and 'We are continuously exploring' provide a framework to inform and guide our strategic direction, including the ongoing development of the Reconciliation Action Plan (RAP) process.

OUR RECONCILIATION PLAN

Cancer Council NSW is dedicated to reconciliation with Aboriginal and Torres Strait Islander peoples.

This RAP demonstrates our commitment to understand and ensure cultural safety for Aboriginal and Torres Strait Islander peoples within our workplace and the programs and services we provide. To expand our reach and reduce disparities in cancer outcomes, we recognise the importance of listening to and collaborating with Aboriginal and Torres Strait Islander peoples and communities. Strengthening and building long-term relationships is a key focus of this RAP.

Our reconciliation journey

Since 2012, Cancer Council NSW has developed and implemented two RAPs to strengthen and demonstrate our commitment to reconciliation and improve health equity.

Our first RAP was launched following a series of 'Yarn Up' sessions across NSW, where staff, volunteers and community members shared ideas on how we might change the way Cancer Council NSW engages with Aboriginal and Torres Strait Islander peoples to address the impact of cancer in their communities.

In 2020, Cancer Council NSW developed its first Innovate RAP, which focused on further strengthening relationships with Aboriginal and Torres Strait Islander peoples, engaging staff, volunteers and our stakeholders in reconciliation, and developing and piloting strategies to ensure that Aboriginal and Torres Strait Islander voices inform our work.

Sixty-nine of 71 deliverables were achieved, including:

- Continued work with Aboriginal and Torres Strait Islander communities and peak bodies across NSW
- Marking cultural days of significance, including National Sorry Day and National Reconciliation Week, and actively participating in NAIDOC Week celebrations
- Developing an Aboriginal Acknowledgement of Country and respect decal for all offices, accommodation facilities and retail stores, after undertaking a cultural safety audit
- Developing new collateral including Acknowledgement of Country banners, tablecloths and marquees using Aboriginal designed artwork for our RAP to promote engagement at community events, and
- Reviewing organisational policies and procedures to incorporate anti-discrimination measures and introduce stronger procurement guidelines.

While our organisation made significant progress under our previous RAP, due to disruptions from the COVID-19 pandemic, we know we have more work to do to strengthen existing and grow new relationships and stronger partnerships with Aboriginal and Torres Strait Islander-led organisations and communities. This continued focus will ensure we can deliver services and programs that are culturally safe and responsive to community needs.



Development of this Innovate RAP

This Innovate RAP builds on the achievements of our previous RAP. It aims to extend our ability to build and deliver culturally safe programs and responsive services and to make our organisation a trusted choice for Aboriginal and Torres Strait Islander peoples affected by cancer.

Our Innovate RAP was developed in consultation with Aboriginal and Torres Strait Islander peoples, staff and volunteers. Cancer Council NSW staff met with and heard from 31 Aboriginal and Torres Strait Islander stakeholders who represent communities, Aboriginal Community Controlled Health Organisations, government bodies and non-government organisations. Our staff at Cancer Council NSW are some of the biggest champions in progressing reconciliation and actively contributed to the design of this RAP. During the development of this RAP, the Working Group received 61 items of feedback, ideas and suggestions from staff on how the organisation, teams and individuals could contribute to reconciliation.

RAP Governance

We recognise the importance that leadership plays in driving and embedding change. Our RAP Champion is our Chief Executive Officer, Professor Sarah Hosking, who believes that a whole-of-organisation approach will ensure we continue to build culturally safe and responsive services and programs tailored to the needs of the community.

At Cancer Council NSW, the RAP working group is responsible for developing the RAP and coordinating its implementation and evaluation. At the start of developing this RAP, the working groups'

composition was reviewed to include greater representation from our people leaders, to enhance accountability.

The group is made up of 15 staff members from across the organisation. The group includes two Aboriginal staff members who provide cultural guidance and insights to the group, and an Executive Sponsor who, along with the Chair, report activities and progress to the Executive Leadership Team. The RAP Working Group meets monthly. Its members include:

- Vanessa Johnston, Executive Sponsor and Director, Cancer Information and Support Services
- Brad Gellert, Chair and Manager, Policy and Advocacy Unit
- Brenna Smith, Manager, Community Cancer Information and Support Services
- Fina Gray, Manager, Marketing & Communications
- Alecia Brooks, Manager, Tobacco Control Unit
- Lauren McAlister, Manager, People Experience
- Annette Beattie, Manager, Supportive Care
- Angelina Belluomo, Screening Lead
- Nicole McKee, Publishing Editor
- Matthew Baldry, Property & Facilities Manager
- Caitlin Bell, Lead, Legal & Financial Support
- Brendan Joyce, Digital Lead
- Cameron Manning, Specialist, Tobacco Control – Aboriginal Communities
- Maryann Parsons, Cancer Council Liaison
- Fiona Marwick, Community Coordinator
- Jacqui Greenfield, Community Coordinator

Throughout the development of this RAP, we have also been supported by Uncle Clark Scott and Nicole Winters, two founding members of Cancer Council NSW's Aboriginal Advisory Committee, who have provided valuable cultural guidance and knowledge.

RELATIONSHIPS



We are committed to working alongside communities for better outcomes by building effective, mutually beneficial relationships with Aboriginal and Torres Strait Islander communities throughout NSW. We recognise that building collaborative relationships takes time. To nurture relationships, we recognise that we must learn new ways of doing business by deeply listening to Aboriginal and Torres Strait Islander peoples and being guided by their wisdom and knowledge of what will work in communities.

Our aim is for Aboriginal and Torres Strait Islander communities to recognise Cancer Council NSW as a credible and trusted community organisation. We want to strengthen existing and grow new relationships throughout NSW Aboriginal and Torres Strait Islander peoples who know us, trust us and want to work with us. We will achieve this only through engaging with Aboriginal and Torres Strait Islander peoples through a mutually beneficial co-design process which can then be embedded into our ways of working.



Uncle Clarke Scott, Cancer Council Aboriginal Advisory Committee member

Uncle Clarke has a strong understanding of what is needed to improve health outcomes for Aboriginal and Torres Strait Islander communities across NSW:

“ I think it’s so good that we’re able to help the Aboriginal community with understanding cancer. It’s really important that Aboriginal health workers can provide that cultural advice to the non-Aboriginal staff and cultural support to our community members. Cancer Council has a 13 11 20 number. I encourage our communities to contact that number with any concerns and the healthcare staff on the other end will advise and be able to refer to specific Aboriginal organisations if needed.”

Focus area: Work with community for better outcomes

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Continual and ongoing engagement with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	July 2027	Director, Cancer Information and Support Services
	Review, update as required and implement local engagement plans to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2026	Director, Cancer Information and Support Services
	Develop a Culturally Responsive Framework to enable Cancer Council NSW provide culturally safe and responsive programs and services.	July 2026	Director, Cancer Information and Support Services
	Embed across organisation resourcing for meaningful engagement and participation in significant Aboriginal and Torres Strait Islander community events in NSW.	Dec 2025	Director, Cancer Information and Support Services
	Maintain an up-to-date database of relationships with community, Aboriginal organisations and stakeholders that is accessible to all staff.	July 2027	Chief Operating Officer
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2026 & 2027	Director, Marketing and Fundraising
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2026 & 2027	Director, Cancer Information and Support Services
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2026 & 2027	Chief Executive Officer
	Organise at least one NRW event each year.	27 May- 3 June, 2026 & 2027	Director, Cancer Information and Support Services
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2026 & 2027	Director, Cancer Information and Support Services

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Review, update and continue to implement the staff engagement strategy, including intranet resources to raise awareness of reconciliation across our workforce.	July 2025	Director, Marketing and Fundraising
	Communicate our commitment to reconciliation publicly.	Sept 2025 & 2026	Chief Executive Officer
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Dec 2026	Director, Cancer Information and Support Services
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	July 2027	Director, Cancer Information and Support Services
4. Promote positive race relations through anti-discrimination strategies.	Review, update and continue to implement and communicate our anti-discrimination policy: Bullying, Harassment and Discrimination Policy.	July 2026	Director, People and Culture
	Engage with Aboriginal and Torres Strait Islander staff, advisory committee and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	July 2026	Directors, People and Culture, Cancer Information and Support Services
	Educate senior leaders on the effects of racism.	Dec 2026	Director, Cancer Information and Support Services
	Review existing organisational policies to ensure they adequately incorporate anti-racism measures, including, but not limited to, our existing Bullying, Harassment and Discrimination Policy.	July 2026	Director, People and Culture
	Complete a workplace cultural diversity audit, as part of the Cultural Competency Program.	June 2026	Director, Cancer Prevention and Advocacy
	Support our staff to challenge racism by reviewing the existing eLearning modules and offering anti-discrimination training to our staff and explore resource needs.	July 2027	Directors, People and Culture, Cancer Information and Support Services

RESPECT



The foundation of strong relationships is mutual respect. Building respect and understanding of Aboriginal and Torres Strait Islander peoples, cultures, lands, waters, histories and rights, will enable us to strengthen existing and develop new relationships with Aboriginal and Torres Strait Islander peoples, staff, partners, organisations and communities. We recognise that we can't meaningfully reduce the impact of cancer in communities unless we build cultural capability within our organisation that demonstrates respect in a culturally safe and responsive way.

Monica, Cancer Council NSW Community Ambassador

“My husband, through his work linked in with Cancer Council, and they're a great help. They've hooked me up with different services, booklets and information. I go to outings that they have. I just wish I would have known about it before. I'm now sharing my story of cancer to let the mob know – go and get your skin checks, wear sunscreen, use shade, wear hats. Slip, slop, slap you mob. Just because you're dark skinned doesn't mean that you're not going to get cancer. I'd tell them they're not alone. Just reach out. There are plenty of services out there and people to help. Call Cancer Council on 13 11 20 and they'll help. Don't do it alone.”



Focus areas: Work with community for better outcomes, Inspire and empower our people

Action	Deliverable	Timeline	Responsibility
5. Increase 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 through the development of a cultural competency program for Cancer Council NSW.	Dec 2025	Directors, Cancer Prevention and Advocacy, Cancer Information and Support Services
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural responsiveness framework.	June 2026	Directors, Cancer Information and Support Services People and Culture
	Develop a cultural competency program for Cancer Council NSW, including training and development, according to capability gaps and role-based needs.	June 2026	Directors, Cancer Prevention and Advocacy, Cancer Information and Support Services, People and Culture
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	May 2026	Director, Cancer Information and Support Services
	Review, maintain and communicate up-to-date calendar of Aboriginal and Torres Strait Islander community events that is accessible to all staff.	Dec 2025	Director, Marketing and Fundraising

Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols, through promotion of existing resources.	Dec 2025	Director, Marketing and Fundraising
	Review, update and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Dec 2025	Director, Marketing and Fundraising
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	July 2025-2027	Director, Cancer Information and Support Services
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	July 2025 - 2027	Director, Marketing and Fundraising
	Develop and communicate guidelines for use of Aboriginal respect pin and Aboriginal design polo shirt across organisation.	Oct 2025	Director, Marketing and Fundraising
	Identify opportunities to work with community for use of local language signage across Cancer Council offices.	May 2027	Chief Operating Officer
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2025, 2026 & 2027	Director, Cancer Information and Support Services
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	May 2026	Director, People and Culture
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2025, 2026 & 2027	Chief Executive Officer

OPPORTUNITIES



Creating meaningful opportunities for Aboriginal and Torres Strait Islander peoples is not only a matter of equity – it is a strategic intent to strengthen Cancer Council NSW’s impact, organisation and culture. Our commitment to reconciliation is grounded in the understanding that we cannot meaningfully achieve our vision of a cancer free future without working in genuine partnership with Aboriginal and Torres Strait Islander peoples and communities.

By providing employment, leadership, and collaboration opportunities for Aboriginal and Torres Strait Islander peoples, we aim to build a more inclusive and culturally responsive organisation that better reflects the communities we serve. This diversity will enrich our workforce with lived experience, new perspectives and cultural knowledge that are essential to delivering effective and culturally informed programs, services, information and research.

Our aim is to become an employer of choice for Aboriginal and Torres Strait Islander peoples. We understand that to do that we must build an organisational culture, develop and implement strategies that encourage and support Aboriginal and Torres Strait Islander peoples to participate in our workplace.

Aboriginal Community Controlled Health Organisation staff member



A lot of Aboriginal people don't like talking about cancer. It's not a subject that you like talking about. But, it's there and doesn't discriminate. I think if we can have more communication, consultation and employment opportunities with and for Aboriginal people, these things will get Cancer Council to a stage where they're showing inclusiveness within community and with Aboriginal culture"

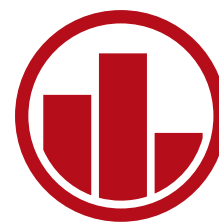
Focus area: Inspire and empower our people

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	July 2026	Directors, Cancer Information and Support Services, Cancer Prevention and Advocacy
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	July 2026	Director, People and Culture
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy, aligned to existing policies and processes.	July 2027	Director, People and Culture
	Review process to effectively reach Aboriginal and Torres Strait Islander stakeholders when advertising job vacancies.	Dec 2026	Director, People and Culture
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander peoples' participation in our workplace, including but not limited to: <ul style="list-style-type: none"> - Leave Policy - Bullying, Harassment and Discrimination Policy - Recruitment and Selection Policy - Volunteering Policy. 	July 2026	Director, People and Culture
	Explore opportunities for traineeships/cadetships for Aboriginal and Torres Strait Islander people to undertake placements at Cancer Council NSW.	July 2027	Directors, People and Culture, Cancer Information and Support Services
	Identify opportunities to increase Aboriginal and Torres Strait Islander workforce aligned to strategic priorities to address health inequities across the cancer continuum.	July 2027	Directors, Cancer Information and Support Services, Cancer Prevention and Advocacy
	Explore opportunities to support Aboriginal-led research through extramural grants and external funding opportunities.	July 2027	Director, Research Strategy and Operations

Action	Deliverable	Timeline	Responsibility
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review, update and implement an Aboriginal and Torres Strait Islander procurement strategy.	April 2026	Chief Operating Officer
	Investigate Supply Nation membership.	Dec 2025	Chief Operating Officer
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	July 2025	Chief Operating Officer
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	July 2025	Chief Operating Officer
	Maintain and develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Dec 2025	Chief Operating Officer



GOVERNANCE



Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	July 2025, 2026 & 2027	Director, Cancer Information and Support Services
	Review, update as needed and continue to apply the Terms of Reference for the RWG.	July 2025, 2026 & 2027	Director, Cancer Information and Support Services
	Meet monthly to drive and monitor RAP implementation.	October 2025, April 2026, Oct 2026, April 2027	Director, Cancer Information and Support Services
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	July 2025	Director, Cancer Information and Support Services
	Engage our senior leaders and other staff in the delivery of RAP commitments.	July 2025, 2026 & 2027	Director, Cancer Information and Support Services
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Oct 2025	Chief Operating Officer
	Appoint and maintain an internal RAP Champion from senior management.	July 2025, 2026 & 2027	Director, Cancer Information and Support Services
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	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	Director, Cancer Information and Support Services
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Director, Cancer Information and Support Services
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Director, Cancer Information and Support Services

Action	Deliverable	Timeline	Responsibility
CONTINUED 12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Report RAP progress to all staff and senior leaders quarterly through internal communications and whole-of-staff meetings.	March, June, September, December (Annually)	Director, Cancer Information and Support Services
	Publicly report our RAP achievements, challenges and learnings, annually.	July 2026 & 2027	Director, Marketing and Fundraising
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2026	Director, Cancer Information and Support Services
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	July 2027	Director, Cancer Information and Support Services
	Develop a reporting plan for diversity and inclusion metrics for staff, and volunteers and users of CCNSW programs and services.	May 2026	Directors, Cancer Information and Support Services, Cancer Prevention and Advocacy, People & Culture
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Feb 2027	Director, Cancer Information and Support Services
14. Integrate Aboriginal and Torres Strait Islander equity into strategic decision-making frameworks and processes.	Review strategic decision-making framework and business processes to ensure consideration of Aboriginal and Torres Strait Islander equity.	March 2026	Chief Operating Officer
	Implement culturally responsive mechanisms to ensure a cross section of Aboriginal and Torres Strait Islander voices are empowered to inform strategic decision making, including through formal governance structures and community networks.	DEC 2025	Director, Cancer Information and Support Services



Cancer
Council

We acknowledge
the Traditional
Custodians
of this land

Cancer Council NSW would like to acknowledge the Traditional Custodians of the land on which we work. We would also like to acknowledge the Traditional Custodians of the land on which we live, and the Traditional Custodians of the land on which we work.

Cancer
Council

1 in 3 cancers
can be prevented

**APPLE
SLINKY**

Lifestyle choices such as eating
enough fruit and vegetables can
reduce your risk of cancer

**Do the
bowel
test**

It's free.
It's easy.
It could
save your life.

If detected early, bowel cancer
can be successfully treated
in most cases.

See your GP or contact your local Bowel Cancer Screening Centre for more information.

1800 627 765 www.bowelcancer.org.au

For information and support, call

13 11 20
cancercouncil.com.au



Ca
Co







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