

Aboriginal Workforce Strategy

2026-2030

July 2026

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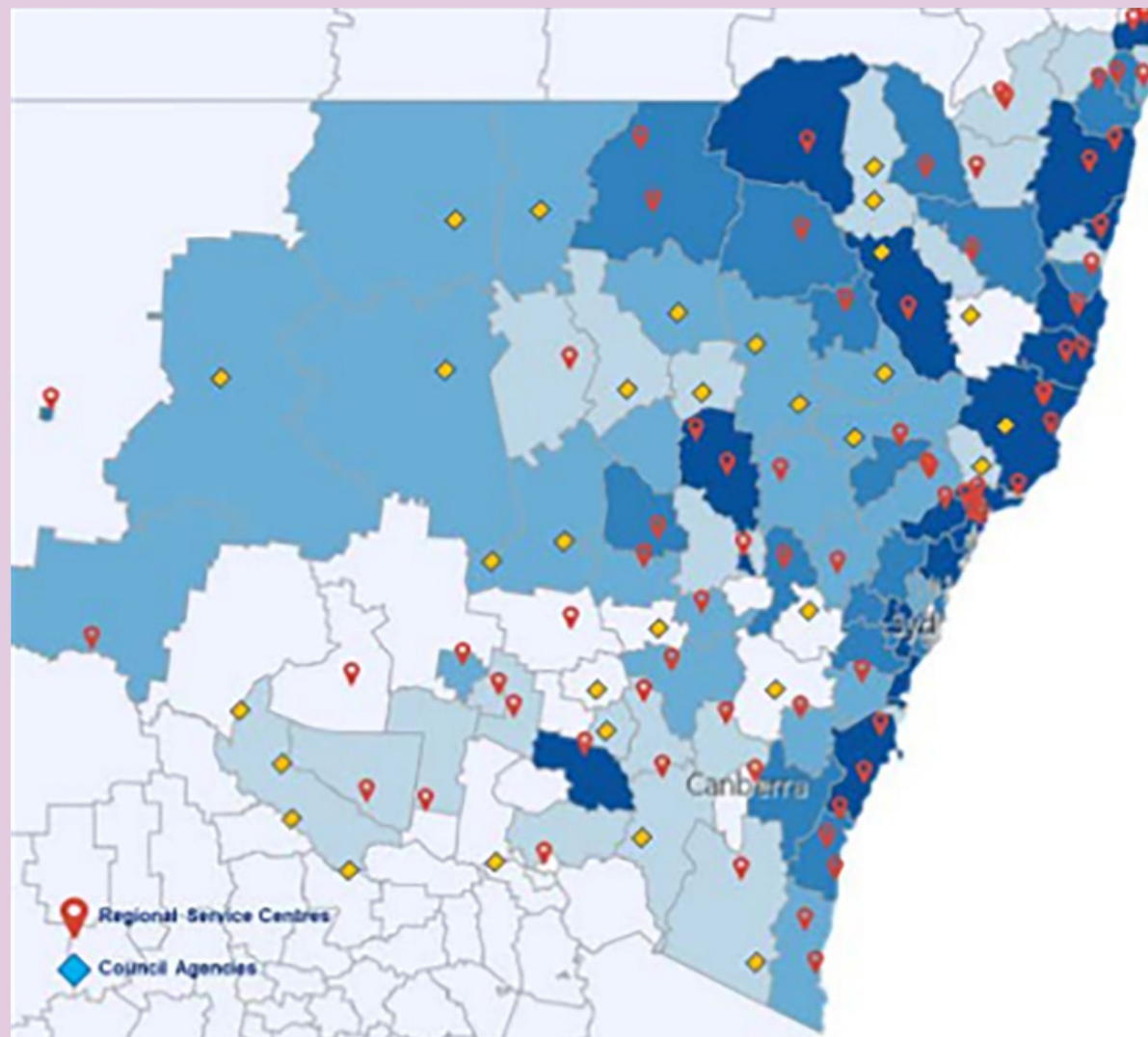


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This document was edited, designed and coordinated by HealthShare NSW's Aboriginal Strategy and Engagement directorate in collaboration with the Office of the Chief Executive.

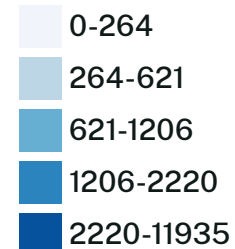
Acknowledgment of Country

At HealthShare NSW we respectfully acknowledge the many Aboriginal Nations of NSW; the traditional Custodians of the Lands we live and work on. We acknowledge Elders past, present and emerging and pay our respects to the continuing cultural practices and spiritual connection Aboriginal people of NSW have to the land, waters and seas. We hold an appreciation and respect for the sharing of their knowledge across our organisation.



NSW Indigenous populations in relation to DCS footprint*

Indigenous population numbers by LGA



Source: ABS 2016 Census Data, Place of Usual Residence



Connection

Lakkari Pitt is a proud Gamilaroi Ularoi yinarr originally from Walgett, hailing from a large Aboriginal family on both sides. She credits her creative work to her mother and Uncle Jason, who possess a wealth of cultural knowledge and stories that she expresses through her art.

Lakkari's chosen medium is digital art, which she shares online.

'Connection' artwork aims to convey the scale and impact of HealthShare NSW's work across the state, as well as its significance within NSW Health and the broader communities.

Country is also honoured throughout the artwork.

Throughout the artwork there are emu feet or Dhinawan, which is her totem, passed down on the maternal side of her family. It features as a celebration in all of her artwork.



Message from our Chief Executive



Wendy Hughes
Chief Executive
HealthShare NSW

At HealthShare NSW, our commitment to Aboriginal employment and development reflects who we are and the culturally safe workplaces we strive to create. HealthShare NSW is proud to support the growth of Aboriginal leadership pathways and continued efforts to increase Aboriginal employment across our organisation.

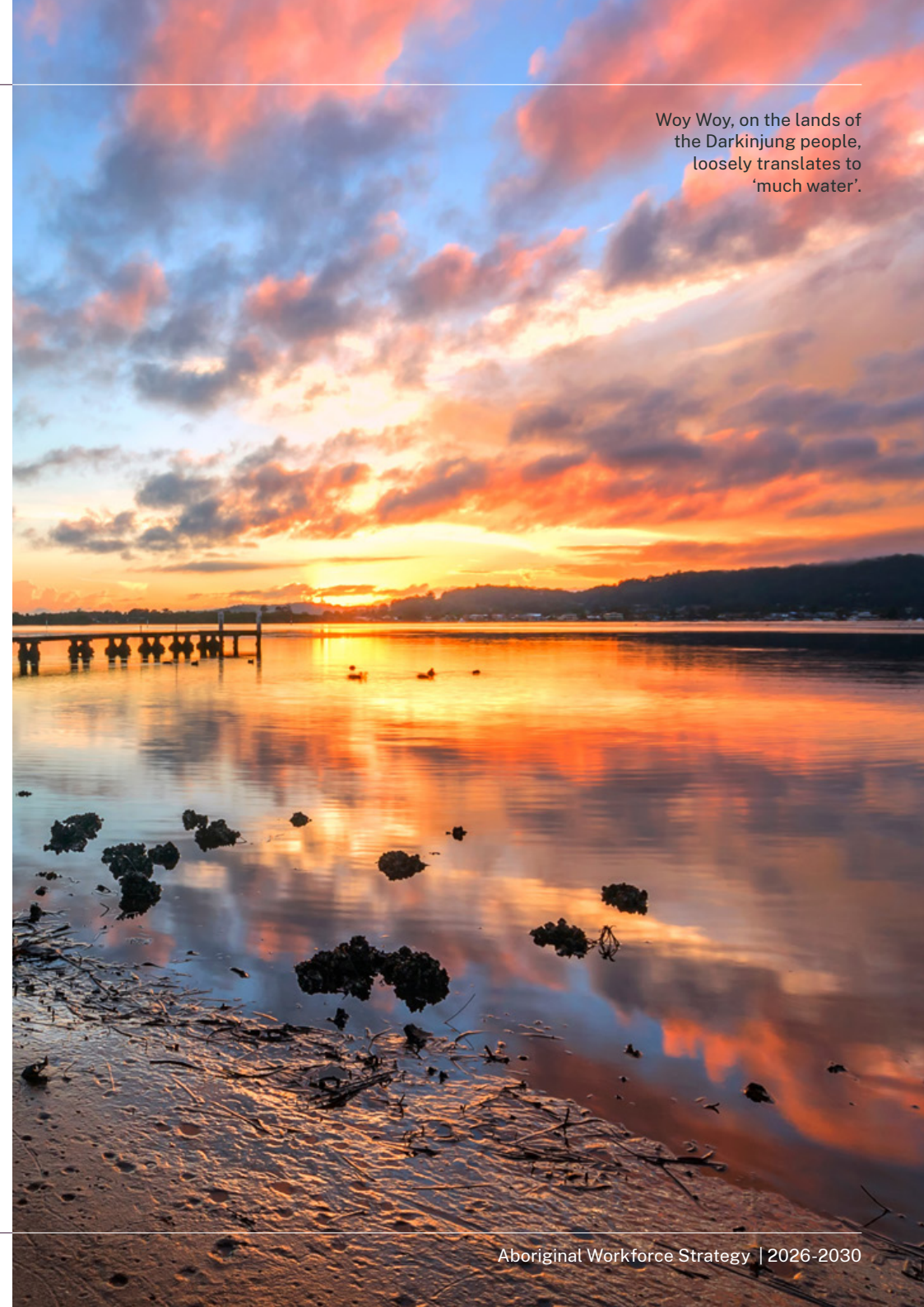
I am pleased to continue this work with our fourth Aboriginal Workforce Strategy.

Since launching our previous Aboriginal Employment Plan, we have strengthened Aboriginal workforce representation, expanded the Aboriginal Leadership Program, and established an Aboriginal Talent Pool. We recognise the growing importance of community engagement and system transformation and have broadened our plan to reflect this.

Our new Aboriginal Workforce Strategy 2026–2030 reaffirms our commitment to growing our workforce, developing our people, embedding cultural safety, and deepening engagement with communities across NSW.

To achieve this our strategy is built around 4 key focus areas – attraction and recruitment, retention and development, culture and connection and transformation. These focus areas will guide our commitment to creating meaningful, sustainable, and culturally strong employment outcomes for Aboriginal people across HealthShare NSW.

Woy Woy, on the lands of the Darkinjung people, loosely translates to 'much water'.



Our business

We're part of NSW Health, the nation's largest public health system. As the largest government shared services organisation in Australia, we are uniquely positioned to meet the needs of healthcare organisations across New South Wales.

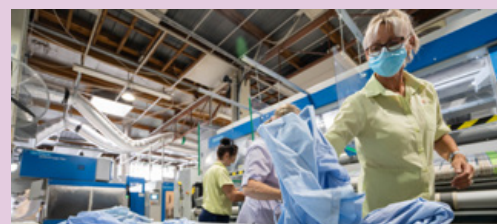
With more than 10,000 dedicated employees, including over 400 Aboriginal and/or Torres Strait Islander employees, we provide support services that keep hospitals and health facilities running. Through their efforts, we positively impact the lives of health workers and patients every day, lightening the load for clinicians and frontline employees so they can concentrate on care.

We provide the essential support services for hospitals and health facilities. From preparing nutritious hospital meals and providing clean, fresh linen to ensuring sterile cleaning in hospitals and ambulances, we take care of the necessities.

We also support people living with disability or illness through medical aids and equipment, and provide safe, caring, non-emergency patient transport. Behind the scenes, we manage supply chain and procurement, along with financial, payroll and operational support services for the NSW Health system.



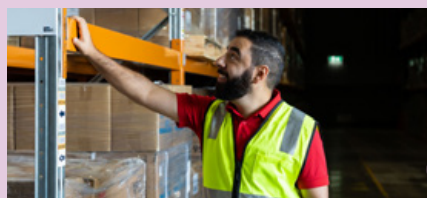
Nutritious and tasty hospital meals



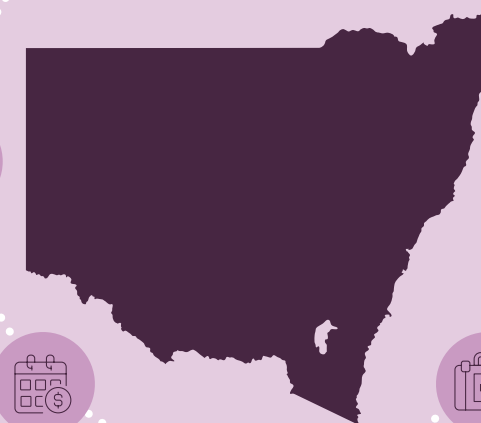
Clean, fresh hospital linen



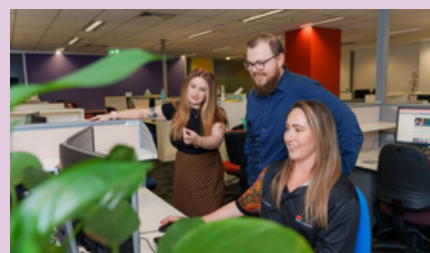
Medical aids and equipment support for people living with disability or illness



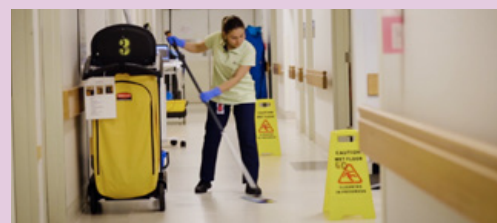
Supply chain services and procurement of goods and services



Transporting patients with care



Financial, payroll, and operational support services for the NSW Health system



Sterile hospital cleaning



Ambulance cleaning and restocking

Message from our Director, People and Culture



Paul Gavel
Director, People
and Culture
HealthShare NSW

Our Aboriginal Workforce Strategy reflects our commitment and our responsibility to create meaningful, lasting change. It builds on the foundations we have already laid through our Reconciliation Action Plan (RAP), where we have strengthened relationships, deepened cultural understanding, and taken practical steps to embed reconciliation into the way we work. The progress we have made through our RAP is a testament to what is possible when we listen, learn, and act with purpose.

As a health entity and employer, we have an important role to provide employment pathways, connect with community, and ensure Aboriginal perspectives shape the services we deliver. These are not abstract ambitions, they are areas where our organisation holds influence and where our actions can create better outcomes for Aboriginal people, families, and communities.

Central to our strategy is the way we listen to and work alongside our people. The ideas, priorities, and actions within this plan have been shaped through conversations with our Aboriginal staff and community partners. Their voices guide our direction, challenge our thinking, and ensure that what we build is grounded in lived experience, cultural knowledge, and community aspiration. This approach is respectful and important to creating change that is authentic and sustainable.

Our strategy is a continuation of our journey. With the guidance of our Aboriginal staff, Elders, and community partners, we will keep building a workplace where Aboriginal people feel valued, supported, and empowered to thrive.

Message from our Director, Aboriginal Strategy and Engagement



Lana Kelly
Director, Aboriginal
Strategy and Engagement
HealthShare NSW

Our Aboriginal Employment Strategy 2026-2030 will work in partnership with the HealthShare NSW Strategic Plan 2025-2030 to ensure our guiding principles of service, transparency, kindness and value underpin all that we do at HealthShare NSW.

The establishment of the Aboriginal Strategy and Engagement Directorate in 2025 reflects a strategic commitment to strengthening focus, capability, and Aboriginal leadership across the organisation. It signals that we are not simply setting goals but actively aligning our structures and resources to achieve them. This work is already strengthening our cultural foundations and driving the organisational change needed to make a meaningful difference.

As Director, Aboriginal Strategy and Engagement, I acknowledge the sustained investment since the introduction of our first Aboriginal Employment Plan in 2012, grounded in respect for culture, community, and connection. This enduring commitment has strengthened pathways for our Aboriginal workforce and created a strong foundation for growth, opportunity, and self-determination.

Through our fourth Aboriginal Workforce Strategy, we are strengthening pathways across recruitment, retention, and, importantly, career progression. Aligned with the NSW Health Transformation Agenda, our focus is on supporting Aboriginal employees to step into leadership and specialised roles across our directorates, while also expanding frontline entry opportunities statewide. This work fosters a culturally safe environment where Aboriginal people can thrive, contribute meaningfully, and help shape a responsive and inclusive health system for communities across New South Wales who access our services.

Our continued commitment

This strategy has been guided by the [NSW Aboriginal Health Plan 2024-2034](#) and the [NSW Close the Gap Implementation Plan 2022-2024](#) to ensure that HealthShare NSW contributes to Closing the Gap for Aboriginal people. We are committed to creating meaningful change by utilising the [Aboriginal Workforce Composition Policy PD2023_046](#) and [Closing the Gap Priority Reform](#) areas to engage and support our workforce.

HealthShare NSW is developing a future-fit workforce by providing culturally safe systems, supports and operational foundations that enable Aboriginal employees to thrive, lead and shape better outcomes across NSW Health. Through consistent engagement with community and involvement with working groups, HealthShare NSW has contributed to the review and development of NSW Health policies including the [Recruitment and Selection of Staff to the NSW Health Service Policy PD2023_024](#) and Aboriginal Career Progression Framework.

We have a responsibility to ensure Aboriginal voices are heard at the highest level in our organisation. By establishing our Aboriginal Strategy and Engagement directorate and Aboriginal Governance Committee, we have shown our commitment to having Aboriginal people leading the decisions that affect them. We are committed to supporting shared decision making and ensuring accountability for Aboriginal health outcomes by delivering an Aboriginal Cultural Capability Framework and Aboriginal Health Plan by the end of 2028.



Adam West and Jessica Smith, members of our Aboriginal Strategy and Engagement directorate

‘The Aboriginal workforce team supported me with recruitment of a candidate from the Aboriginal Talent Pool in late 2025, for a position with quite a defined skill set within the Office of the Chief Executive. They guided me through a streamlined end-to-end process – from assessing potential applicants against the public sector capability matrix, to arranging candidate meetings and advising any specific requirements for the approval and appointment process. I ultimately appointed a candidate with whom I have quickly developed a strong working relationship – I’ve had the privilege of learning from them as well as seeing them flourish.’

Kira Porter
Associate Director,
Strategy and System Priorities

Targeted positions

Targeted positions are mainstream positions filled through advertising and recruitment strategies that maximise applications from Aboriginal people. Aboriginal cultural knowledge is not an essential occupational qualification for targeted positions, so it is not a compulsory requirement for the applicant.

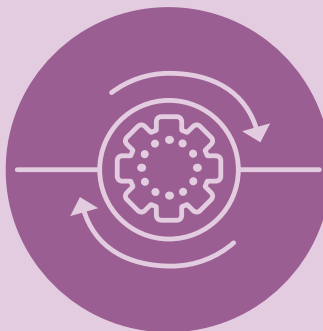
Identified positions

Identified positions are those in which Aboriginality is a genuine occupational qualification. Identified positions work directly with Aboriginal people and are involved in developing or delivering services and programs which have an impact on Aboriginal people or involve interacting with the Aboriginal community.

Our challenges

Driving Aboriginal cultural capability reform

A whole-of-organisation shift embedding Aboriginal leadership, governance, and culturally responsive services.



How we will overcome this:

- Reviewing Recruitment and Human Resources policies to reduce barriers and strengthen Aboriginal employment outcomes, ensuring cultural knowledge and lived experience are embedded within policy.
- Ensuring induction processes include Aboriginal Workforce support and cultural mentoring to strengthen employee retention.
- Supporting Aboriginal employees to connect through an Aboriginal Workforce Community and yarning sessions for peer support.

Challenging systemic barriers

Addressing structural inequities and driving reforms to address institutionalised racism.



How we will overcome this:

- Establishing targeted pathways and opportunities for Aboriginal employees to upskill through development programs and succession planning.
- Providing managers with mandatory training on how to create culturally safe and supportive environments for Aboriginal team members.
- Strengthening visibility of Aboriginal excellence and sharing success stories that encourage participation in workforce activities.

Sustaining community partnerships

Building genuine, long-term partnerships with Aboriginal communities that require trust, respect and accountability.



How we will overcome this:

- Committing to ongoing engagement with pillars, health entities and community organisations, ensuring relationships are continuous.
- Being visible in the organisation and community to build trust and strengthen relationships.
- Providing clear expectations when entering shared agreements with transparent two-way communication.

Recruitment targets

Operations

Business line	Current representation	Target
Employee & Financial Shared Services	1.66%	2.5%
EnableNSW	1.35%	3%
Linen Services	6.08%	8%
Clinical Support Services (excl. Linen Services)	3.85%	4.5%
Patient Transport Service	3.42%	5%

Over the past 3 years, Aboriginal employees at HealthShare NSW have stepped into Health Manager roles and demonstrated strong potential growth.

	2024	2025	2026
Aboriginal and/or Torres Strait Islander employees who are Health Manager 1-3	16	18	18
Aboriginal and/or Torres Strait Islander employees who are Health Manager 4-6	2	1	5
Total	18	19	23

Corporate

Directorate	Current representation	Target
Office of the Chief Executive	2.22%	5%
Aboriginal Strategy & Engagement	100%	100%
Corporate Finance, Performance & Asset Management	0%	3%
Clinical and Corporate Governance, Risk & Safety	1.67%	5%
ICT & Digital Services	0%	4%
People & Culture	2.34%	5%
Procurement & Supply Chain	0.97%	4%

Our achievements so far...

2017

Jobs to Careers program launches. 53 people have graduated from the program since inception.

2022

HealthShare NSW's Reflect Reconciliation Action Plan is published.

2024

35 Aboriginal candidates enter the HealthShare NSW Talent Pool.

June 2025

Director, Aboriginal Strategy and Engagement and Manager, Aboriginal Strategic Partnerships and Service Design roles established.

Dec 2025

Aboriginal Workforce Unit wins Chief Executive Award for Together We Lead – Aboriginal Cultural Leadership and Anaiwan man Steven Stewart wins for Resilience.

April 2026

The Dhurra-li Aboriginal Leadership Program launches, with 6 participants from our operational business lines.

July 2026

Indigenous food is added to hospital menus to mark NAIDOC Week.

2020

Shine Leadership Program begins, with 2 identified positions for Aboriginal employees.

2023

Kamilaroi man Shane Wadwell wins Chief Executive Award for Leadership.

2024-25

4 employees participate in the Aboriginal Leadership Development Program.

Dec 2025

Aboriginal Strategy and Engagement directorate established.

Feb 2026

First Aboriginal intern commenced.

July 2026

HealthShare NSW's Innovate RAP is launched.

Case study

Aboriginal leadership development programs

HealthShare NSW is committed to providing Aboriginal employees with the support and skills they need to build sustainable and meaningful careers with us.

After consultation with Aboriginal employees in 2016 it was determined there was a need for a development pathway to build the skills and capabilities of our employees and support career progression.

In 2018 we launched the Jobs to Careers: Aboriginal Leadership Program, partnering with local health districts

and Aboriginal Community Controlled Organisations. Over the next 6 years, 46 HealthShare NSW employees and 7 external participants graduated from the program with a Statement of Attainment in Emerging Leaders. As of 2023, 76% of staff who had completed the program progressed to higher grade roles either within HealthShare NSW or their local community.

In 2023 the program was redesigned to support Aboriginal staff progression through leadership roles. The Aboriginal Leadership Development Program (ALDP) provided an immersive senior

leadership experience to participants over 12 months, allowing them to contribute towards the delivery of major projects and statewide strategic change initiatives. The ALDP engaged 4 participants over 2 years, supporting them in developing professionally and building relationships with senior leaders. Following the ALDP all 4 participants successfully progressed into senior leadership roles in the 12 months after completing the program.

In 2026 we launched Dhurra li (Kamilaroi word for 'will grow'), a program focused on developing the capabilities of our frontline Operations staff. HealthShare NSW has committed to supporting 12 staff members over 2 years to develop their leadership skills and advance their career pathways. Dhurra li provides learning experiences specifically targeted to the Operations environment, giving participants practical ways to successfully implement business improvements while learning how their strengths can influence their leadership style. The program will also guide participants through career planning and offer mentoring sessions to ensure they are fully equipped for the next stage of their career journey.

2023 Jobs to Careers program cohort at graduation with the artwork they created in celebration



Closing the Gap

The National Agreement on Closing the Gap (The National Agreement) was developed in a genuine partnership between Australian governments and the Coalition of Aboriginal and Torres Strait Islander Peak Organisations (the Coalition of Peaks) to achieve better outcomes for Aboriginal and Torres Strait Islander peoples.

At HealthShare NSW, our work towards Closing the Gap is reflected in our commitment to strengthening Aboriginal employment pathways and growing Aboriginal leadership across the organisation. Through targeted recruitment, an internal Aboriginal Leadership Development Program, and culturally supportive workplace practices, Aboriginal employees have been supported to step into leadership roles, including Health Manager positions. This focus has contributed to increased representation, career progression, and a stronger Aboriginal workforce, helping to build a more inclusive organisation.

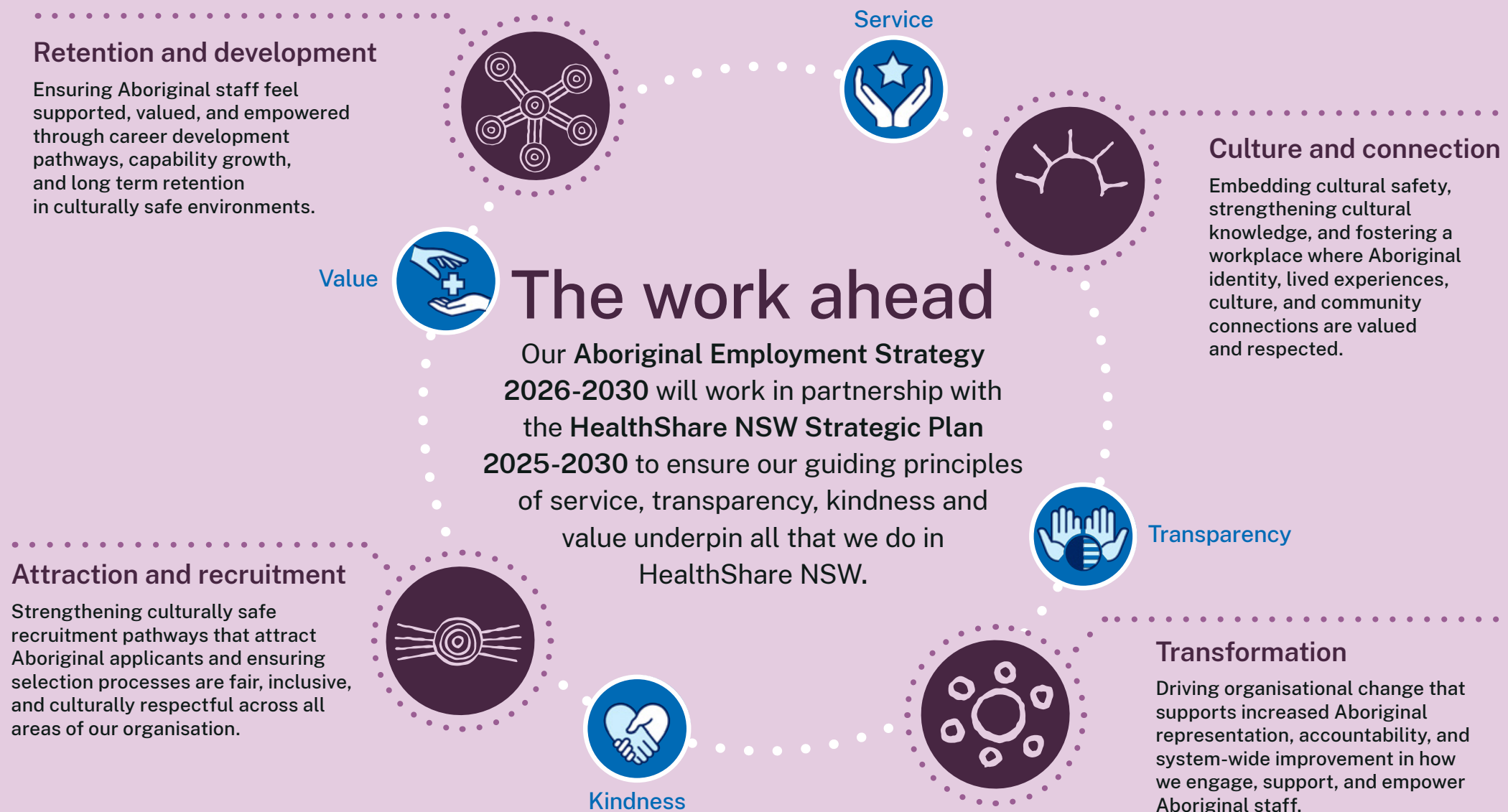
Outlined within the National Agreement are 5 Priority Reforms (including one NSW-specific reform) and 19 national socio-economic targets, which aim to transform how governments work with Aboriginal and Torres Strait Islander peoples.

Our strategy aligns with several reforms and outcomes as identified in the [NSW Close the Gap Implementation Plan 2022-2024](#).

Kamilaroi man Shane Wadwell accepts the 2023 Chief Executive Award for Leadership.



- **Priority Reform 1:** Formal partnership arrangements and shared decision making, ensuring Aboriginal and Torres Strait Islander people are empowered to share decision making authority. We aim to have accountable and representative partnerships within the organisation and community.
- **Priority Reform 3:** Improving mainstream institutions and creating organisations that are culturally safe and responsive to the needs of Aboriginal and Torres Strait Islander people, challenging unconscious bias and eliminating racism.
- **Priority Reform 4:** Increasing access to locally relevant data and information, using this to monitor workforce initiatives and drive development. We aim to improve collection, access, management and use of data to identify improvements.
- **Priority Reform 5:** Reducing the barriers to employment by empowering Aboriginal people to access pathways including education and training to achieve employment that aligns with their aspirations.
- **Key Action Area 3:** Aboriginal people have sustainable employment and are skilled in the industries of the future.
- **Socio-Economic Outcome 7:** Aboriginal and Torres Strait Islander youth are engaged in employment or education.
- **Socio-Economic Outcome 8:** Strong economic participation and development of Aboriginal people and communities.
- **Socio-Economic Outcome 14:** Aboriginal and Torres Strait Islander people enjoy high levels of social and emotional wellbeing.
- **Socio-Economic Outcome 17:** Aboriginal and Torres Strait Islander people have access to information and services enabling participation in informed decision-making regarding their own lives.



Strategic deliverables

In 2025 we launched the [HealthShare NSW Strategic Plan 2025-2030](#). This plan builds on our strategic foundations to support the NSW Health system and introduced our Guiding Principles – service, transparency, kindness and value. To deliver on our strategic objectives and achieve our vision, the Strategic Plan has 7 Key Focus Areas, which the Aboriginal Workforce Strategy is aligned to.

Attraction and recruitment

Strategic alignment	Objective	We will achieve this by
Key Focus Area 1 People, Capability and Culture	D. ii. Continuing our Aboriginal reconciliation journey and showcasing inclusivity through accreditation and achievement of commitments	Organisation wide - Utilising the Aboriginal Workforce Composition to ensure cultural safety during recruitment processes. - Growing our Aboriginal workforce to reflect the population of the communities we serve. - Promoting Aboriginal employees' achievements through shared success stories. - Supporting Aboriginal employees to work on Country by providing recruitment and development opportunities in rural and regional areas. - Strengthening pathways for Aboriginal students through partnerships with schools, Registered Training Organisations, and Opportunity Hubs. - Establishing an external Aboriginal Talent Pool to support statewide employment pathways. - Ensuring resources to increase cultural knowledge and capability are readily available to employees.
		Operations Expanding targeted roles across Operations to attract Aboriginal applicants and better reflect the communities we serve.
		Corporate - Identifying and supporting alternative entry pathways into corporate roles, including cadetships, internships and traineeships. - Increasing Aboriginal representation in Health Manager roles from 3.22% to 5% across corporate business lines.

Retention and development

Strategic alignment	Objective	We will achieve this by
Key Focus Area 1 People, Capability and Culture	B. i. Setting and uplifting role, capability and achievement expectations (through capability assessments, training, performance metrics, growth and development plans) B. ii. Identifying opportunities and assessing our employees' capability and potential through succession planning, training and talent offerings	Organisation wide • Providing opportunities for managers to increase their capability in creating culturally safe and supportive environments. • Supporting Aboriginal employees to maintain up-to-date Growth and Development Plans aligned with their career goals. • Strengthening succession planning by identifying high potential Aboriginal employees and supporting their ongoing growth and development. • Increasing visibility of our internal Aboriginal Talent Pool and leveraging candidate profiles to fill suitable roles prior to external advertising. • Supporting Aboriginal employees to access mentoring and development opportunities.
		Operations • Providing targeted development opportunities for Operations staff to build skills and support long-term career growth. • Providing opportunities for Aboriginal employees to work across sites to build capability and strengthen connections.
		Corporate • Setting directorate-level targets for Aboriginal representation in leadership roles (emerging, mid-level and senior level). • Identifying capability building opportunities for corporate employees to progress through Health Manager roles including development programs.

Culture and connection

Strategic alignment	Objective	We will achieve this by
Key Focus Area 1 People, Capability and Culture	A. i. Coaching and guiding our employees on constructive behaviours through tailored culture and wellbeing programs D. i. Further maturing and strengthening diversity and inclusion networks and plans D iii. Conducting a review of cultural learning needs to inform our Cultural Learning strategy	- Supporting Aboriginal employees with training and wellbeing initiatives to reduce cultural load. - Implementing an Aboriginal peer support network to strengthen cultural support across the organisation. - Establishing an Aboriginal Workforce Community to strengthen connection and collaboration among Aboriginal and Torres Strait Islander employees across NSW. - Continuing engagement with Aboriginal staff and communities through consultation and connection forums. - Consulting Aboriginal employees, Elders and community in the design and implementation of workforce initiatives. - Building and maintaining partnerships with community organisations to strengthen awareness of HealthShare NSW within the community. - Expanding opportunities for Aboriginal-led cultural learning to provide leaders with practical tools for embedding cultural safety. - Providing support and guidance to employees on the importance of delivering a meaningful Acknowledgement of Country. - Participating in the review and implementation of the Cultural Learning Strategy.
Key Focus Area 2 Strategic Engagement	B iii. Coordinate and plan engagements across business lines and workstreams to ensure that messaging and information being provided is consistent	- Utilising HealthShare NSW's Aboriginal artwork when engaging and communicating with Aboriginal staff. - Implementing an Aboriginal staff newsletter from the Aboriginal Strategy and Engagement Network.

Transformation

Strategic alignment	Objective	We will achieve this by
Key Focus Area 1 People, Capability and Culture	E ii. Ensuring we meet relevant requirements of NSW Government and NSW Health workforce, people and culture strategies and frameworks F iii. Developing a Respect at Work framework to meet our legislated proactive duty to prevent racism, bullying, discrimination and sexual harassment in the workplace	Organisation wide - Engaging the Aboriginal Governance Committee to guide major transformation initiatives. - Contributing to review NSW Government and NSW Health strategies and frameworks through participation in working groups and forums. - Embedding the Priority Reform Areas of the National Agreement on Closing the Gap into workforce activities. - Sharing updates on NSW Government and NSW Health strategies and frameworks with Aboriginal employees where they impact Aboriginal people. - Encouraging employees to identify through Equal Employment Opportunity sharing. - Providing support and cultural knowledge to inform the development of the Respect at Work Framework. - Engaging in research and evaluation that promotes Aboriginal cultural safety in the workplace. - Partnering with pillars and health entities to align Aboriginal workforce priorities and deliver a coordinated, system-wide approach that maximises impact and reduces duplication.
Key Focus Area 3 Corporate Governance	C ii. Recruitment of an Executive team member who identifies as Aboriginal C iii. Development and implementation of the Innovate Reconciliation Action Plan	- Appointing the Director, Aboriginal Strategy and Engagement to the Executive team to provide the strategic leadership to drive Aboriginal workforce priorities. - Providing support and guidance to the Diversity and Inclusion team to ensure the Innovate Reconciliation Action Plan is delivered. - Appointing an Aboriginal member to the HealthShare NSW Board.
Key Focus Area 4 Procurement Reform	D ii. Working with NSW Health and other government agencies to address ongoing and future obligations around social procurement, including sustainability, small and medium enterprises, Aboriginal and Torres Strait Islander businesses, modern slavery and local business	- Exploring opportunities to engage Aboriginal suppliers and vendors in procurement activities. - Working to ensure that there is a simple procurement process for Aboriginal businesses.
Key Focus Area 6 Innovation and Analytics	D ii. Improve access to the right data for the right people	- Strengthening how we collect, share and use data, insights and learnings with partners to enable transparent decision making and drive consistent, sustainable reform across the system. - Developing an informatics dashboard to support leaders in planning and monitoring Aboriginal workforce initiatives. - Regularly reviewing data with Director, Aboriginal Strategy and Engagement to ensure workforce targets are on track. - Monitoring employee retention by utilising data such as the People Matter Employee Survey (PMES) and exit surveys to identify cultural issues affecting retention. - Collecting and reporting against the Aboriginal Workforce Key Performance Indicator targets. - Using PMES results to inform workforce initiatives and identify priority workforce needs.

References

- [The NSW Health Aboriginal Workforce Composition Policy](#)
- [NSW Public Service Commission Aboriginal Employment Strategy 2019-2025](#)
- [National Aboriginal and Torres Strait Islander Health Workforce Strategic Framework and Implementation Plan 2021-2031](#)
- [NSW Aboriginal Health Plan 2024 - 2034](#)
- [NSW Closing the Gap Implementation Plan 2022-24](#)
- [NSW Aboriginal Health Governance, Shared Decision Making and Accountability Framework](#)
- [NSW Regional Health Strategic Plan 2022-2032](#)
- [Closing the Gap Priority Reform areas](#)
- [Public Service Commission Cultural Capability Guide](#)
- [Aboriginal Procurement Policy](#)

The 2026 Dhurra-li cohort
with members of our
Aboriginal Strategy and
Engagement directorate.



