



# Bridges of Connection

**Reflect Reconciliation Action Plan**

February 2025 – August 2026



COVERING EVERY ANGLE WITH INTEGRITY



# Table of Contents

	Page
<b>1</b> About the Artist and the Artwork	3-5
<b>2</b> Statement from the Managing Director of CourtHeath Consulting	6
<b>3</b> Our Business	7
<b>4</b> Our Journey	9
<b>5</b> Our Reconciliation Action Plan	10
<b>5.1</b> Relationships	11
<b>5.2</b> Respect	12
<b>5.3</b> Opportunities	13
<b>5.4</b> Governance	14

# About the Artist and the Artwork

**My name is Jedess Hudson, a proud descendant of the Ewamian and Western Yalanji peoples of North Queensland.**

My artistic practice is deeply rooted in my connection to Country, drawing inspiration from the land, seasons, and cultural narratives passed down through generations.

I specialise in creating meaningful, culturally rich artworks that convey stories of identity, resilience, and connection. With extensive experience in corporate collaborations, including projects for Reconciliation Action Plans (RAPs), I am excited about the opportunity to work with CourtHeath Consulting to bring their RAP to life through a powerful and resonant artwork.



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*Bridges of Connection*



## Bridges of Connection – CourtHeath RAP Artwork Story

**At the heart of the artwork, six key motifs form the foundation of a story—a story of respect, listening, partnering, connecting, learning, and evolving.**

These motifs represent the core principles that have guided CourtHeath’s reconciliation journey.

Like ancient yarning circles, these forms invite people to gather, feel heard, and honour the wisdom of those who have come before. They remind us that respect is the first bridge we must build—a connection that holds everything else together.

Flowing lines ripple outward, like the gentle movement of rivers winding through a vast landscape. These lines embody listening, carrying with them the stories, perspectives, and truths of others. They reflect how listening is an active process—one that requires patience, intention, and an open heart. Through listening, bridges of understanding begin to take shape.

Woven into the design are intricate patterns that overlap and interlock, representing partnering. They speak of collaboration, where every piece fits into the whole picture. They remind us that partnerships thrive when built on trust, shared values, and a willingness to work together to strengthen our communities.

The rivers and pathways flowing across the piece reflect the spirit of Connecting. These winding trails symbolise the connections

forged between individuals, cultures, and communities. They tell of journeys taken together, of bridges built to span divides and bring people closer.

Each pathway speaks of movement—forward, toward a shared horizon. Scattered throughout the piece are dynamic, evolving designs, full of energy and transformation. They represent learning—the ever-changing process of discovery and growth. They remind us that learning is not a destination but a journey—one that continues to shape who we are and how we walk this path together.

Layered geometric patterns speak of evolving. They reflect the way we adapt, grow, and transform as we deepen our understanding of reconciliation. These layers remind us that evolution is constant—a process of building upon what has been learned, while always looking forward to what comes next.

Through Bridges of Connection, this artwork comes alive, telling the story of CourtHeath’s journey. A reflection of their commitment to reconciliation, a celebration of the progress they’ve made, and an invitation to continue building bridges toward a more unified and connected future.



## Statement from the Managing Director

**At CourtHeath, we acknowledge the Traditional Custodians of the lands on which we live and work, and we pay our respects to Elders past and present. We honour and respect the continuing cultures of Aboriginal and Torres Strait Islander peoples.**

CourtHeath is based in Naarm (Melbourne), Victoria. Our office is located on the lands of the Wurundjeri People of the Kulin. Some of us work part-time and remotely across the traditional lands of the Gumbaynggirr, Ngunnawal, Kurna, Bangerang, Yorta Yorta, Leterremairrener, Kuku Yalanji, Yirrganydji, Wiradjuri, Kuku Yalanji and Pangerninghe peoples, as well as across the Tasman Sea in Aotearoa, New Zealand. On behalf of CourtHeath, I also pay my respects to the ngā iwi Māori as the Tangata Whenua of Aotearoa, affirming our commitment to upholding the principles of the Treaty of Waitangi.

We are a small team of permanent staff members, comprising a Managing Director and a handful of consultants. While our business is small, we lead by example. Through our commitment to reconciliation, we aim to encourage and influence others to do the same.

We thank the Aboriginal and Torres Strait Islander advisors who have guided us on our reconciliation journey so far. Victoria is the first and most advanced jurisdiction in Australia to pursue Treaty. Recognising this progress, CourtHeath is committed to making a meaningful contribution to the national reconciliation movement through the tangible actions outlined in this Reconciliation Action Plan.

***Pauline Bernard***

## Our Business

**CourtHeath provides services to government and not-for-profit organisations. We manage public sector procurement processes and offer tender process support.**

Our team also provides a range of commercial advisory services for Victorian government projects. Our probity audit and advisory services help clients meet State government probity standards, particularly in relation to conflict of interest, confidentiality, ethical conduct, and corruption risks.

CourtHeath's small team includes highly experienced professional advisors specialising in public sector commercial transactions, probity, and procurement. Our people are experts in applicable policy frameworks.

Valued for our integrity, practical advice, and sound professional judgment, we are trusted advisors. We take the time to truly understand our clients' needs, and they commend us for our expertise and responsiveness. The probity assurance we provide empowers decision-makers with confidence in the propriety of transactions we oversee.

We advise on processes for projects in a variety of sectors, including education, health, and family services, often involving First Nations stakeholders. Through Victoria's Social Procurement Framework, we actively encourage our clients to consider how they can leverage public sector procurement to produce outcomes that benefit Aboriginal

and Torres Strait Islander communities. By applying our understanding of the Social Procurement Framework, CourtHeath makes a substantive contribution to the practical and tangible social benefits flowing from it.

Recently, we assisted a Victorian government department in developing a self-determined procurement framework and processes tailored specifically to First Nations tenderers for projects in First Nations communities. This initiative, the first of its kind in Victoria, was developed to align with the Victorian Aboriginal Affairs Framework, reconciliation journey, and probity policies.

We have detailed knowledge of the Victorian government's Aboriginal Affairs Framework, which recognises that achieving positive outcomes requires a fundamental shift in how governments work with Aboriginal and Torres Strait Islander peoples.

CourtHeath is a participant in the United Nations (UN) Global Compact, the world's largest corporate social responsibility initiative. We are committed to universal sustainability standards, as outlined in the UN Global Compact's Ten Principles, covering human rights, labour rights, environmental sustainability, and anti-corruption. The UN Global Compact acknowledges the valuable knowledge that First Nations people bring, helping businesses gain a deeper understanding of local operating contexts.

CourtHeath understands that First Nations peoples have specific rights because of their historical, cultural and social contexts.

The **UN Declaration on the Rights of Indigenous Peoples** (UNDRIP) and **ILO Convention No. 169** outline these specific rights, recognising both individual and collective rights of First Nations peoples. CourtHeath is also guided by Sustainable Development Goal 10, which aims to ‘reduce inequality within and among countries’.

CourtHeath is committed to protecting the Indigenous Cultural and Intellectual Property (ICIP) rights, as enshrined in Article 31 of the UNDRIP. We recognise that at the time of writing, existing Australian intellectual property laws do not provide adequate levels of protection for Aboriginal and Torres Strait Islander intellectual property and cultural heritage. CourtHeath welcomed the Australian Government’s commitment to introducing new laws to protect First Nations traditional knowledge and cultural expressions,

announced in January 2023. In line with best practice, we seek informed consent from Traditional Custodians of ICIP and obtain permission to use it. The artwork in this RAP was commissioned in accordance with this approach.

Through its participation, CourtHeath seeks to raise awareness of the Sustainable Development Goals and the principles of the UN Global Compact among businesses and government organisations in Victoria. We do this by working directly with clients and publishing informative blogs, accessible to all through our website and LinkedIn.



## Our Journey

As a supporter member of Reconciliation Victoria, CourtHeath is helping to strengthen reconciliation, relationships, respect, and justice with and for First Peoples. As a peak state body, Reconciliation Victoria serves to keep all Victorians informed and engaged in reconciliation activities, strongly supporting First Peoples' Voices, Truth-telling, and Treaties.

Through our membership as a Reconciliation Victoria supporter, we:

- receive monthly eNews from Reconciliation Victoria, keeping us informed of local matters;
- access member-only resources, community forums, and noticeboards; and
- follow reconciliation developments in local government via the [Maggolee website](#).

Following Reconciliation Australia's recommendations, CourtHeath has also pledged support for national campaigns advancing social justice for Aboriginal and Torres Strait Islander peoples. We have:

- Joined the more than 200,000 Australians committed to [Close the Gap](#) in health equality by 2030.
- Taken the pledge to [Change the Record](#) by reducing Aboriginal and Torres Strait Islander imprisonment rates and levels of experienced violence.

- Applied to join [Family Matters](#) to help ensure Aboriginal and Torres Strait Islander children and young people grow up safe and cared for in family, community, and culture.
- Signed up to receive updates on the [Racism. It Stops With Me](#) campaign and information on anti-racism initiatives.

CourtHeath also supports reconciliation through social procurement for our business. We purchase from Victorian social enterprises to support these organisations and demonstrate our commitment to social procurement. For example, CourtHeath has sourced supplies from:

- Yaru – Australia's leading Indigenous water supplier, certified by Supply Nation. It takes pride in being part of a community working hard towards reconciliation.
- Nood Australia – a proudly majority-owned Aboriginal company featuring native Australian botanicals in sustainable personal care and cleaning products.
- Clothing the Gaps – a Victorian Aboriginal-led, controlled, and majority Aboriginal-owned social enterprise, co-founded by Laura Thompson (Gunditjmara) and Sarah Sheridan (non-Indigenous). Clothing the Gap uses business as a tool for self-determination, with profits, efforts, and resources supporting the [Clothing The Gaps Foundation](#), a hub for Indigenous employment.

# Our Reconciliation Action Plan

**At CourtHeath, our vision for reconciliation is to support and create opportunities for Aboriginal and Torres Strait Islander peoples. As employers, suppliers, and consumers, we have a tripartite role in promoting reconciliation and self-determination for Aboriginal and Torres Strait Islander communities in a culturally sensitive and safe manner.**

Our understanding of reconciliation and self-determination continues to be informed by the Aboriginal and Torres Strait Islander peoples with whom we work, as we seek to ensure that procurement processes are fit for purpose for the communities involved.

Through the development of a Reconciliation Action Plan, CourtHeath aims to foster genuine understanding and enhance our cultural literacy when engaging in conversations on self-determination and working with First Nations stakeholders.

As a small business, we recognise that implementing our Reconciliation Action Plan requires ongoing dedication and commitment. While it may be ambitious, we see value in formalising our vision to contribute to a more inclusive, equitable, and just Victoria and Australia.

## 5.1 Relationships

Action	Deliverable	Timeline	Responsibility
<b>Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	March 2025	Senior Consultant
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	February 2025	Senior Consultant
	Explore partnerships with Aboriginal and Torres Strait Islander organisations.	April 2025	Director
	Develop Partnership and Engagement protocols and processes for working with Aboriginal and Torres Strait Islander organisations.	April 2025	Director
<b>Build relationships through celebrating National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025	Senior Consultant
	RAP Working Group members to participate in an external NRW event.	27 May–3 June, 2025	Director
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May–3 June, 2025	Director
<b>Promote reconciliation through our sphere of influence.</b>	Communicate our commitment to reconciliation to all staff.	June 2025	Director
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	March 2025	Director
	Utilise CourtHeath's communication channels, including blogs published on our website and LinkedIn to promote reconciliation.	August 2026	Senior Consultant
<b>Promote positive race relations through anti-discrimination strategies.</b>	Research best practice and policies in areas of race relations and anti-discrimination.	December 2025	Senior Consultant
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. Consider seeking review by an independent, external diversity, equity and inclusion consultant.	June 2025	Director and/or a diversity, equity and inclusion consultant

## 5.2 Respect

Action	Deliverable	Timeline	Responsibility
<b>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	Develop a business case to enhance understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation. This will serve as the foundation for an impact framework to be developed in CourtHeath's next RAP.	February–June, 2025	Senior Consultant
	Conduct a review/audit of cultural learning needs within our organisation.	May 2025	Director
	Provide all staff with an opportunity to attend cultural competency training as part of their induction. Annual refresher training will also be offered to all staff.	June 2025	Director
	Educate ourselves about ICIP and how CourtHeath can protect and manage it in our practices, with reference to the <b>Terri Janke and Company</b> ICIP Best Practice Checklist.	June 2025	Senior Consultant
<b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area by engaging with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation.	May 2025	Senior Consultant
	Enhance staff understanding of the purpose and significance of cultural protocols, including Acknowledgement of Country and Welcome to Country.	June 2025	Director
	Update the Acknowledgement of Country on our website.	June 2025	Senior Consultant
<b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	Raise awareness and share information among our staff about the meaning of NAIDOC Week.	May 2025	Communications Advisor
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2025	Communications Advisor
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2025	Director

## 5.3 Opportunities

Action	Deliverable	Timeline	Responsibility
<b>Enhance employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</b>	Develop a pathway for Aboriginal and Torres Strait Islander employment within our organisation.	July–December, 2025	Senior Consultant
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	March 2025	Director
<b>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Develop a business case for procuring from Aboriginal and Torres Strait Islander-owned businesses.	June 2025	Senior Consultant
	Investigate Supply Nation membership. Investigate becoming a member of <b>Kinaway Chamber of Commerce</b> .	March 2025	Senior Consultant

## 5.4 Governance

Action	Deliverable	Timeline	Responsibility
<b>Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.</b>	Form a RWG to govern RAP implementation.	March 2025	Director
	Draft a Terms of Reference for the RWG.	April 2025	Senior Consultant
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	March 2025	Director
<b>Provide appropriate support for effective implementation of RAP commitments.</b>	Define resource needs for RAP implementation.	April 2025	Senior Consultant
	Engage senior leaders in the delivery of RAP commitments.	March 2025	Director
	Appoint a senior leader to champion our RAP internally.	March 2025	Director
	Define appropriate systems and capability to track, measure and report on RAP commitments. Workshop connections between this RAP and all internal policies and make explicit where policies connect or overlap.	April 2025	Senior Consultant
<b>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	Publish RAP Achievements and Challenges Report	August annually	Senior Consultant
<b>Continue our reconciliation journey by developing our next RAP.</b>	Begin developing our next RAP.	April 2026	Office Manager



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