INCLUSION
at Murray PHN

FRAMEWORK FOR ACTION

2025-26

Acknowledgement of Country

Murray PHN acknowledges its catchment crosses over many unceded
First Nations Countries following the Dhelkunya Yaluk (Healing River).

We pay our respects and give thanks to the Ancestors, Elders and Young People for
their nurturing, protection and caregiving of these sacred lands and waterways,
acknowledging their continuation of cultural, spiritual and educational practices.

We are grateful for the sharing of Country and the renewal that Country gives us.
We acknowledge and express our sorrow that this sharing has come at a personal,
spiritual and cultural cost to the wellbeing of First Nations Peoples.

We commit to addressing the injustices of colonisation across our catchment, and to listening
to the wisdom of First Nations communities who hold the knowledge to enable healing.

We extend that respect to all Aboriginal and Torres Strait Islander Peoples.

Our commitment to being an anti-racist company

We aspire to be an anti-racist organisation, embedding cultural humility as a daily
practice, to improve health outcomes and health equity in our communities.

We recognise cultural humility as a life-long commitment to self-reflection,
personal growth and redressing power imbalances in our society.

Recognition of lived experience

We recognise the individual and collective contributions of people with a lived and/or living
experience of health issues, and their families, loved ones and supporters.

It is through listening to and acting on the voices of people with lived experience, those who
provide services, those who fund services, and most importantly, those who use services that we
will find the expertise we need to move towards the health system that Australia needs.

Every person's story we hear, and every experience shared, helps to develop our
understanding of the system that is required to best meet the needs of people
who live with or care for someone with health concerns.

INCLUSION

Key elements of our commitment to consider

The importance of **lived and living experience as merit**. This is expertise gained through lived experience and how it will deepen our ability to commission services

As an organisation with a core focus on improving provision of healthcare, it is imperative that we can **understand the impact of inequity**

Recognising areas of diversity likely to present the greatest challenges for us, as a regional and rural organisation and with large population groups where there is little diversity

Murray PHN's catchment is not the most culturally and linguistically diverse region and this is the very reason we need to sharpen our focus on the **true minority status of some of our residents**

Introduction

For many companies, a plan to ensure inclusion starts with the well-recognised concept of diversity as an organisational strength.

The evidence is clear – genuinely diverse organisations outperform those that operate with Boards and employees who share similar sociological attributes.

At Murray PHN, we have recognised through ongoing discussions with our employees and communities that Murray PHN has a strong starting point. Murray PHN has purposely chosen to focus on the term 'Inclusion' with this framework and work, as it reminds us that everyone is in this together.

As our consultations have shown us, when you have a truly inclusive and equitable organisation, diversity will become a key feature of its make-up.

We are already committed as an organisation to three main concepts that guide our work and our governance – Cultural Humility, Cultural Responsiveness and Cultural Safety.

The Inclusion at Murray PHN plan aims to build on the foundational work that has been undertaken with our First Nations Health and Healing Strategy, broadening our commitment to reflect our employees and the catchment that we serve.

We are indebted to our employees, Advisory Councils and stakeholders for their input to our inclusion plan, which will move us to the highest levels of Inclusion maturity and achievement

Matt Jones,
CEO

In embedding equity and inclusion at Murray PHN, we recognise several key components:

The importance of **lived and living experience** – fostering the expertise gained through lived experience only deepens our ability to commission services

As an organisation with a core focus on improving provision of healthcare, it is imperative that we **understand the impact of inequity**

Although Murray PHN's catchment is far from the most culturally and linguistically diverse PHN region, we must sharpen our **focus on the true minority status of some of our residents** and the challenges they face in receiving equitable healthcare

"If we are not modelling inclusive practices at Murray [PHN], how can we commission well?"

Advisory Council member

"When organisations consider how to become more inclusive, sometimes the focus remains on ways to bring inclusivity INTO the organisation – but perhaps there is an equal or greater opportunity to be more inclusive by going OUT into the communities and making this a key strategy"

"The need for Murray PHN employees to engage directly with communities, visiting them and understanding their unique needs and challenges firsthand"

"..hierarchical structures in healthcare can lead to exclusion, with certain roles and opinions being undervalued or ignored"

"When implementing an inclusion and diversity framework, actions and behaviours, there is a spectrum of how this can be done – from improving policies and procedures and offering resources to respond to individual needs in a workplace; to asking if someone is OK, having chats with colleagues, asking and remembering the names of colleagues' children; and then deeper connections that largely relate to being with a person, or being able to communicate with them one-on-one, giving undivided attention, smiling, hand gestures, taking the time to understand more about the life and experiences of the other person"

"...the need for safe and respectful spaces where individuals are not put into specific boxes or labels, allowing them to feel genuinely included"

"...exclusion is often invisible to those not experiencing it, making it crucial to actively seek out and address exclusionary practices"

Our vision

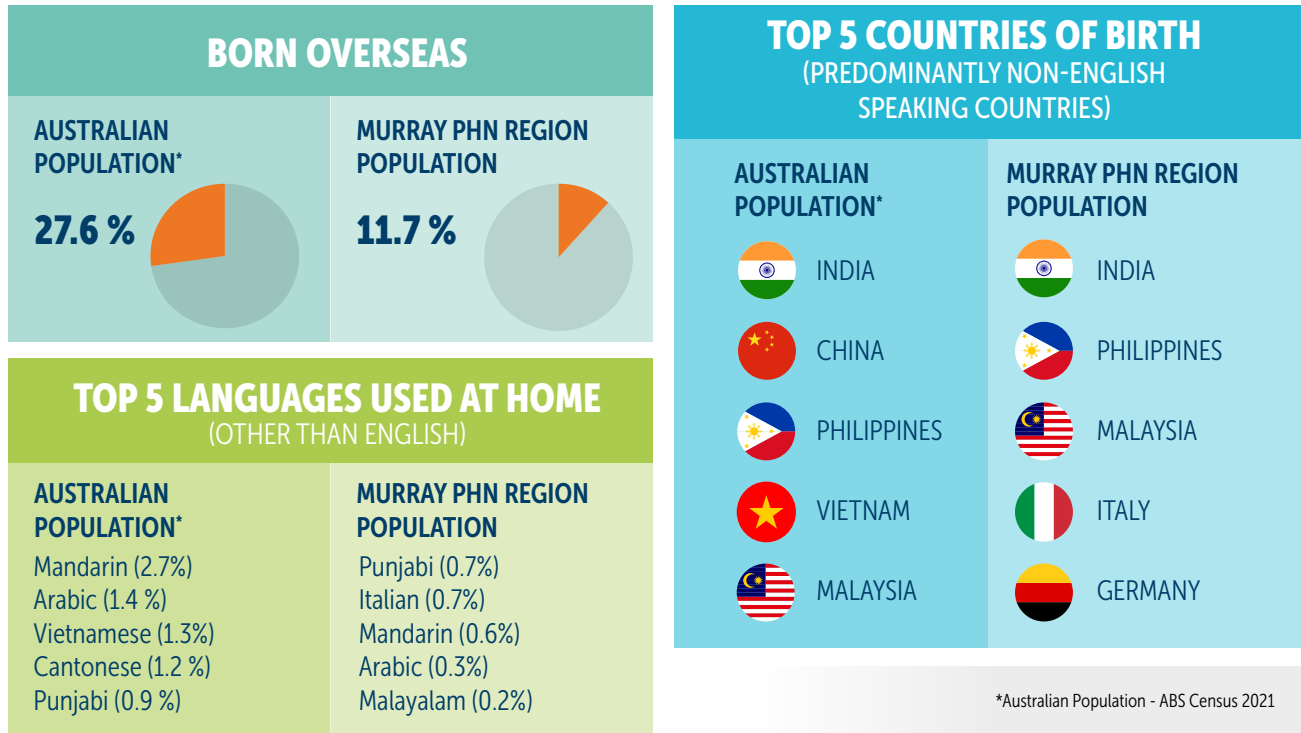Our vision is that Murray PHN is a welcoming, inclusive and diverse organisation where people of all cultural, social and religious backgrounds belong and participate equally.

Murray PHN will continue to respect and learn from the traditional custodians of the lands, as we work to build a successful future for all, with the freedom to explore, innovate and grow through our organisation's inclusive approach and practices.

INCLUSION
at Murray PHN

Our region

Culturally and linguistically diverse populations

BORN OVERSEAS

AUSTRALIAN POPULATION*	MURRAY PHN REGION POPULATION
27.6 %	11.7 %

TOP 5 COUNTRIES OF BIRTH
(PREDOMINANTLY NON-ENGLISH SPEAKING COUNTRIES)

AUSTRALIAN POPULATION*	MURRAY PHN REGION POPULATION
INDIA	INDIA
CHINA	PHILIPPINES
PHILIPPINES	MALAYSIA
VIETNAM	ITALY
MALAYSIA	GERMANY

TOP 5 LANGUAGES USED AT HOME
(OTHER THAN ENGLISH)

AUSTRALIAN POPULATION*	MURRAY PHN REGION POPULATION
Mandarin (2.7%)	Punjabi (0.7%)
Arabic (1.4 %)	Italian (0.7%)
Vietnamese (1.3%)	Mandarin (0.6%)
Cantonese (1.2 %)	Arabic (0.3%)
Punjabi (0.9 %)	Malayalam (0.2%)

*Australian Population - ABS Census 2021

LGAs ranked by proportion of region population born in non-English speaking countries

TOP 10:
1. Greater Shepparton
2. Swan Hill
3. Mildura
4. Mitchell
5. Albury
6. Wodonga
7. Alpine
8. Greater Bendigo
9. Moira
10. Wangaratta

Map labels and values:

- Mildura — 12.2%
- Swan Hill — 16.2%
- Gannawarra — 2.4%
- Buloke — 3.3%
- Loddon — 3.1%
- Campaspe — 6.4%
- Greater Bendigo — 3.9%
- Mt Alexander — 3.2%
- Macedon Ranges — 4.5%
- Mitchell — 11.4%
- Strathbogie — 3.7%
- Moira — 3.7%
- Greater Shepparton — 17.5%
- Benalla — 3.6%
- Murrindindi — 3.7%
- Mansfield — 4.1%
- Indigo — 5.2%
- Wodonga — 5.2%
- Wangaratta — 2.3%
- Albury — 6.9%
- Alpine — 8.5%
- Towong — 2.7%
- Alpine — 6.8%

LGA population who speak a language other than English at home

CENTRAL VICTORIA

Proportion of LGA population that speak languages other than English (LOTE) at home

Legend:
- Less than 3%
- 3 - 5%
- 6 - 10%
- 11 - 15%
- 16% or higher

Language spoken the most at home (outside English) ranked 1-5

Gannawarra
Rank	Language
1	Filipino
2	Punjabi
3	Tagalog
4	Mandarin
5	Greek

Campaspe
Rank	Language
1	Italian
2	Filipino
3	Tagalog
4	Mandarin
5	Sinhalese

Loddon
Rank	Language
1	Filipino
2	Tagalog
3	Bisaya
4	Malayalam
5	Italian

Greater Bendigo
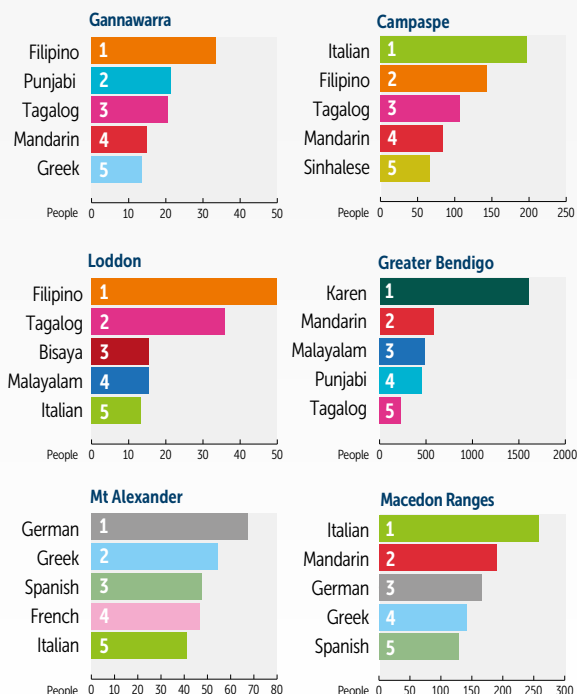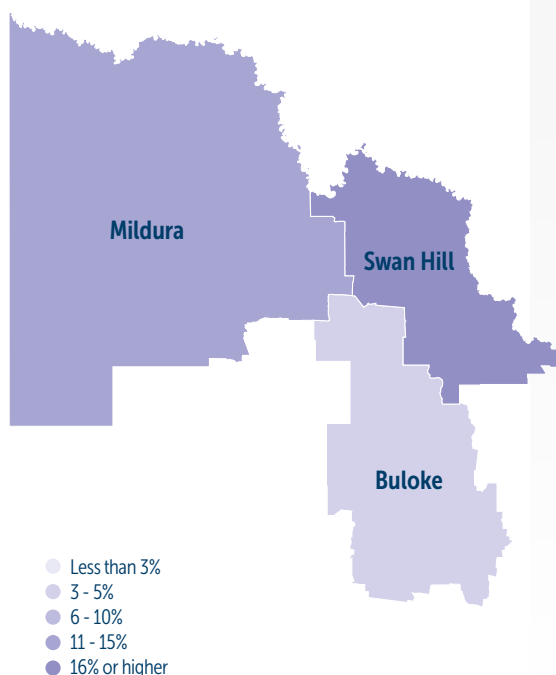| Rank	Language
1	Karen
2	Mandarin
3	Malayalam
4	Punjabi
5	Tagalog

Mt Alexander
Rank	Language
1	German
2	Greek
3	Spanish
4	French
5	Italian

Macedon Ranges
Rank	Language
1	Italian
2	Mandarin
3	German
4	Greek
5	Spanish

NORTH WEST VICTORIA

Proportion of LGA population that speak languages other than English (LOTE) at home

Legend:
- Less than 3%
- 3 - 5%
- 6 - 10%
- 11 - 15%
- 16% or higher

Language spoken the most at home (outside English) ranked 1-5

Buloke
Rank	Language
1	Malayalam
2	Mandarin
3	Tagalog
4	Nepali
5	Cebuano

Mildura
Rank	Language
1	Mandarin
2	Italian
3	Turkish
4	Vietnamese
5	Punjabi

Swan Hill
Rank	Language
1	Malay
2	Mandarin
3	Vietnamese
4	Italian
5	Tongan

Source: ABS Census of Population and Housing 2021. Public data: accessible to all audiences

GOULBURN VALLEY

Proportion of LGA population that speak languages other than English (LOTE) at home

Map showing LGAs: Moira, Greater Shepparton, Strathbogie, Mitchell, Murrindindi

Legend:
- Less than 3%
- 3 - 5%
- 6 - 10%
- 11 - 15%
- 16% or higher

Language spoken the most at home (outside English) ranked 1-5

Moira
Rank	Language
1	Italian
2	Mandarin
3	Punjabi
4	Malay
5	Filipino

People (0–300)

Greater Shepparton
Rank	Language
1	Punjabi
2	Arabic
3	Italian
4	Hazaraghi
5	Mandarin

People (0–2500)

Strathbogie
Rank	Language
1	Mandarin
2	Italian
3	Thai
4	Filipino
5	Vietnamese

People (0–50)

Mitchell
Rank	Language
1	Punjabi
2	Italian
3	Hindi
4	Arabic
5	Mandarin

People (0–1200)

Murrindindi
Rank	Language
1	Italian
2	German
3	Greek
4	Mandarin
5	Punjabi

People (0–60)

NORTH EAST VICTORIA

Map showing LGAs: Albury, Wodonga, Indigo, Towong, Wangaratta, Benalla, Alpine, Mansfield

Legend:
- Less than 3%
- 3 - 5%
- 6 - 10%
- 11 - 15%
- 16% or higher

Proportion of LGA population that speak languages other than English (LOTE) at home

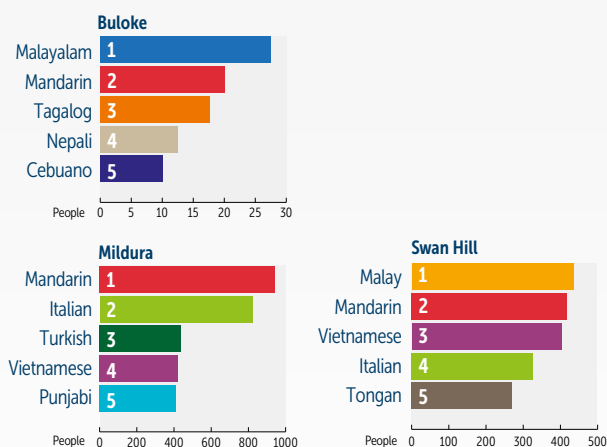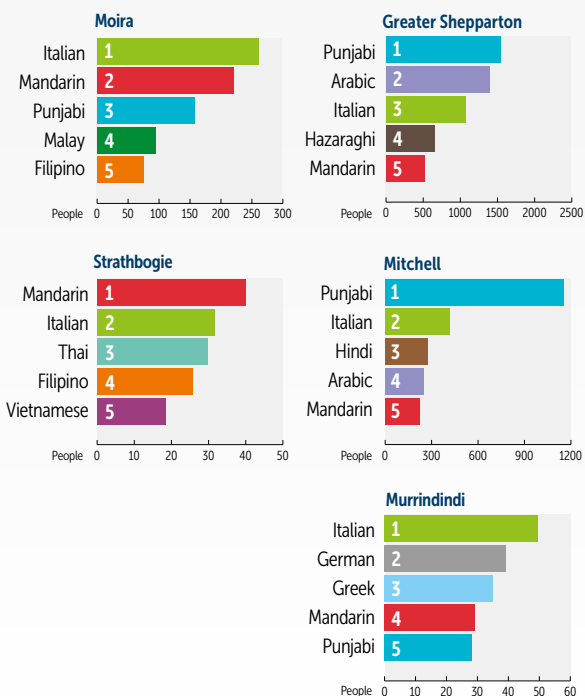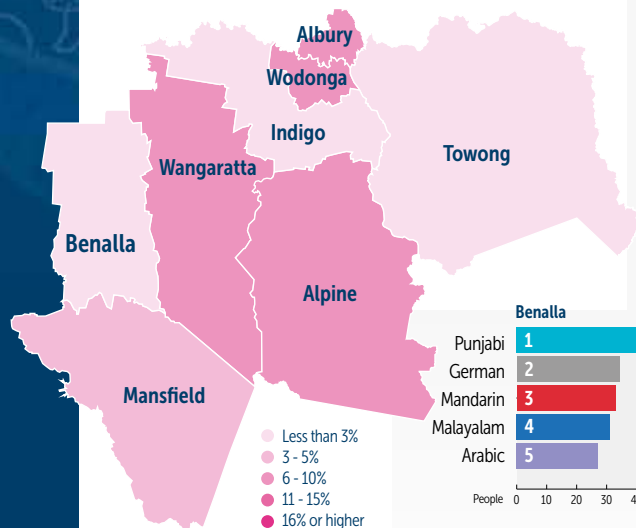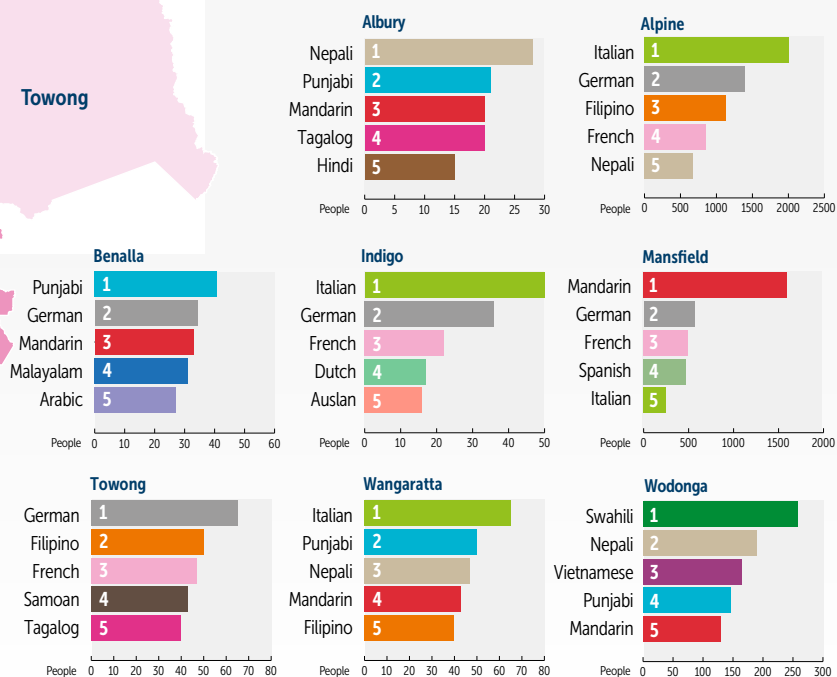**Language spoken the most at home (outside English) ranked 1-5**

Albury
Rank	Language
1	Nepali
2	Punjabi
3	Mandarin
4	Tagalog
5	Hindi

People (0–30)

Alpine
Rank	Language
1	Italian
2	German
3	Filipino
4	French
5	Nepali

People (0–2500)

Benalla
Rank	Language
1	Punjabi
2	German
3	Mandarin
4	Malayalam
5	Arabic

People (0–60)

Indigo
Rank	Language
1	Italian
2	German
3	French
4	Dutch
5	Auslan

People (0–50)

Mansfield
Rank	Language
1	Mandarin
2	German
3	French
4	Spanish
5	Italian

People (0–2000)

Towong
Rank	Language
1	German
2	Filipino
3	French
4	Samoan
5	Tagalog

People (0–80)

Wangaratta
Rank	Language
1	Italian
2	Punjabi
3	Nepali
4	Mandarin
5	Filipino

People (0–80)

Wodonga
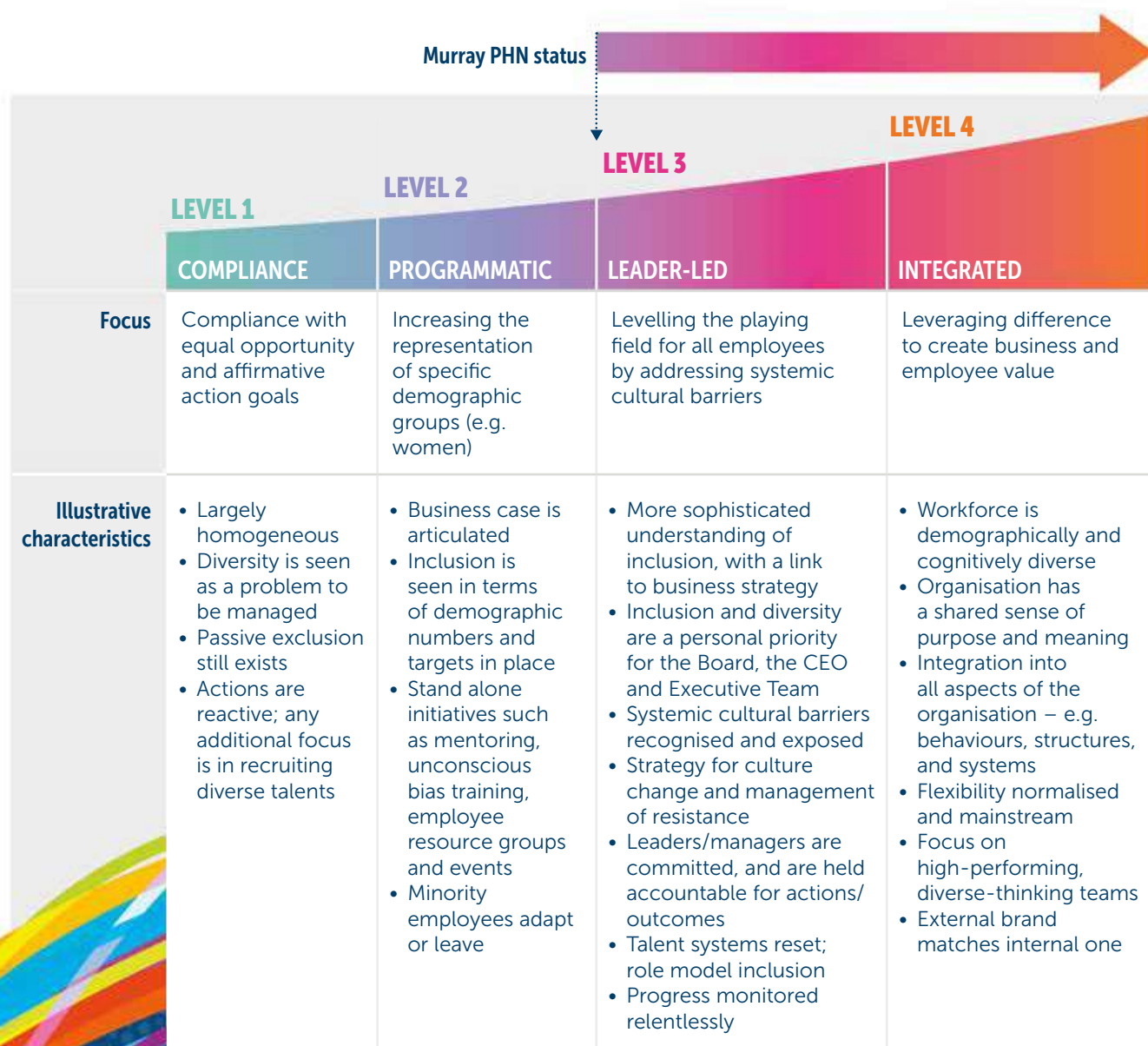| Rank	Language
1	Swahili
2	Nepali
3	Vietnamese
4	Punjabi
5	Mandarin

People (0–300)

Where we are — and where we are headed

As a major priority in the 2023 – 2025 Strategic Plan, Murray PHN identified, the need to develop Murray PHN as an impact-led organisation.

To enable our teams to do their best work, we committed to building a resilient, agile organisation with a shared focus on performance, outcomes and impact. Above all, it is this strategy focused on making sure each member of the Murray PHN team feels safe, respected, and valued as part of a diverse, inclusive and innovative culture.

We committed to advancing anti-racism, diversity and inclusion. This Inclusion plan will take us a step beyond the current strategic priorities, which are all on track to be achieved.

Our goal is to reach the highest level of the maturity model (below) in the next cycle of Murray PHN's Strategic Plan (2026 – 2029).

Murray PHN status →

	LEVEL 1 COMPLIANCE	LEVEL 2 PROGRAMMATIC	LEVEL 3 LEADER-LED	LEVEL 4 INTEGRATED
Focus	Compliance with equal opportunity and affirmative action goals	Increasing the representation of specific demographic groups (e.g. women)	Levelling the playing field for all employees by addressing systemic cultural barriers	Leveraging difference to create business and employee value
Illustrative characteristics	• Largely homogeneous • Diversity is seen as a problem to be managed • Passive exclusion still exists • Actions are reactive; any additional focus is in recruiting diverse talents	• Business case is articulated • Inclusion is seen in terms of demographic numbers and targets in place • Stand alone initiatives such as mentoring, unconscious bias training, employee resource groups and events • Minority employees adapt or leave	• More sophisticated understanding of inclusion, with a link to business strategy • Inclusion and diversity are a personal priority for the Board, the CEO and Executive Team • Systemic cultural barriers recognised and exposed • Strategy for culture change and management of resistance • Leaders/managers are committed, and are held accountable for actions/ outcomes • Talent systems reset; role model inclusion • Progress monitored relentlessly	• Workforce is demographically and cognitively diverse • Organisation has a shared sense of purpose and meaning • Integration into all aspects of the organisation – e.g. behaviours, structures, and systems • Flexibility normalised and mainstream • Focus on high-performing, diverse-thinking teams • External brand matches internal one

The world around us

MURRAY PHN

- Inclusion Implementation Plan 2025 - 2029

VICTORIA

- Victorian Equal Opportunity Act 2010
- Victorian Public Health and Wellbeing Act 2008
- Racial and Religious Tolerance Act 2001
- Victorian Charter of Human Rights and Responsibilities Act 2006
- Aboriginal and Torres Strait Islander Cultural Safety Framework

AUSTRALIA

- Multicultural Australia: United, Strong, Successful (Australia's Multicultural Statement, 2017)
- Australian Human Rights Commission Act 1976
- Racial Discrimination Act 1975
- Australian Human Rights Commission National Anti-Racist Framework 2024

INTERNATIONAL

- The International Convention on the Elimination of all Forms of Racial Discrimination 1975
- International Covenant on Economic, Social and Cultural Rights 1966
- International Covenant on Civil and Political Rights 1966
- The Refugee Convention 1951
- The Universal Declaration of Human Rights 1948

Organisational roles

The Board oversees strategic direction and ensures accountability for the Inclusion framework to Murray PHN employees, funders and the community.

Board

Our Chief Executive Officer and the Executive Team oversee the strategic direction and implementation of this framework and associated plans, including identifying key business insights from reports, while continuously improving and managing enterprise-wide risks and quality.

CEO/ Executive Team

Our next level of leadership is responsible for operational and activity-level planning and implementation, reporting, risk management and performance monitoring. The Senior Leadership Team also ensures that reports are consistently used to inform operational service planning and decision-making.

Senior Leadership Team

Coordinate organisation-wide activities related to inclusion and the production of key reports. This includes developing and overseeing organisational plans, designing indicators and measures, and providing guidance for report development.

People and Culture Team

All employees of Murray PHN are responsible for complying with this framework, supporting and informing co-design features and acting in good faith throughout.

All employees

Areas for organisational action

Inclusion is about creating a workplace culture where the action is tangible, and every employee feels valued, respected and empowered to contribute their knowledge and talents.

Our six areas for organisational action are the roadmap for Murray PHN to remove attitudinal, systemic and structural barriers that prevent full participation.

Murray PHN is committed to deepening our understanding of the intersections of identity to better understand the impact of health inequity on the communities we serve.

INDICATOR 1	Trust first	We're fostering a workplace built on trust, where people feel confident to openly express their personal identity. Improved psychological safety and enhanced confidentiality mechanisms aim to create an environment where diverse life experiences and identities are celebrated.
INDICATOR 2	An environment of policy safety	We're ensuring our policies protect and support all employees. Embedding a range of wellbeing indicators to continuously evaluate the effectiveness of our policies and our practices to make inclusion a lived reality, not just a policy.
INDICATOR 3	Expanded recognition of merit	We value the expertise that comes from lived experience, alongside qualifications and professional development. Our recruitment practices are evolving to recognise the knowledge and insights people bring through unique personal journeys.
INDICATOR 4	Inclusion as a reality and visible	Inclusion should be seen and felt. We're embedding inclusive behaviours, improving accessibility, and ensuring our systems reflect the diversity of our people and communities. Inclusion is not an aspiration, it's a standard that cultivates meaningful, sustainable change.
INDICATOR 5	Removing hierarchy as it relates to our inclusive practices	Everyone has a role in shaping an inclusive culture. Our leaders are committed and accountable. We're creating spaces where feedback flows freely, regardless of role or seniority, and where respect and privacy are upheld for all.
INDICATOR 6	Improve professional development	We're investing in learning and development that builds inclusive capability across our organisation. From unconscious bias to inclusive leadership development programs, we're equipping our people to lead with empathy and understanding.

Our action plan

INCLUSION at Murray PHN

1	**Trust first**	**We are** • hosting panel discussions and events that celebrate diverse voices and promote understanding • enhancing confidentiality and psychological safety with clear indicators to track progress • creating inclusive systems and spaces where people feel respected, heard, and able to shape the decisions that affect them.
2	**An environment of policy safety**	**We are** • improving our policies and practices to protect employees who choose to share aspects of their identity • reviewing policies and practices to better support equity, flexibility and safety for everyone • adapting how new team members are welcomed, ensuring they feel supported and included.
3	**Expanded recognition of merit**	**We are** • redefining merit to go beyond traditional qualifications to include lived expertise • training all hiring teams to recognise and reduce bias in all aspects of our work • making sure our recruitment decisions are fair, equitable and transparent.
4	**Inclusion as a reality and visible**	**We are** • measuring how inclusive we are and acting on what we learn • improving accessibility of our workspaces, systems and processes • updating how we collect information so people can share what matters to them.
5	**Removing hierarchy as it relates to our inclusive practices**	**We are** • empowering every individual to help shape our inclusion journey • creating intersecting spaces for employees to develop authentic feedback • making sure confidentiality, privacy and respectful behaviours apply equally to all.
6	**Improve professional development**	**We are** • investing in training that builds employee capability in inclusion, cultural awareness and leadership • developing tools and resources that help us speak and act inclusively • encouraging real-world learning through community engagement and volunteering.

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MURRAY

An Australian Government Initiative