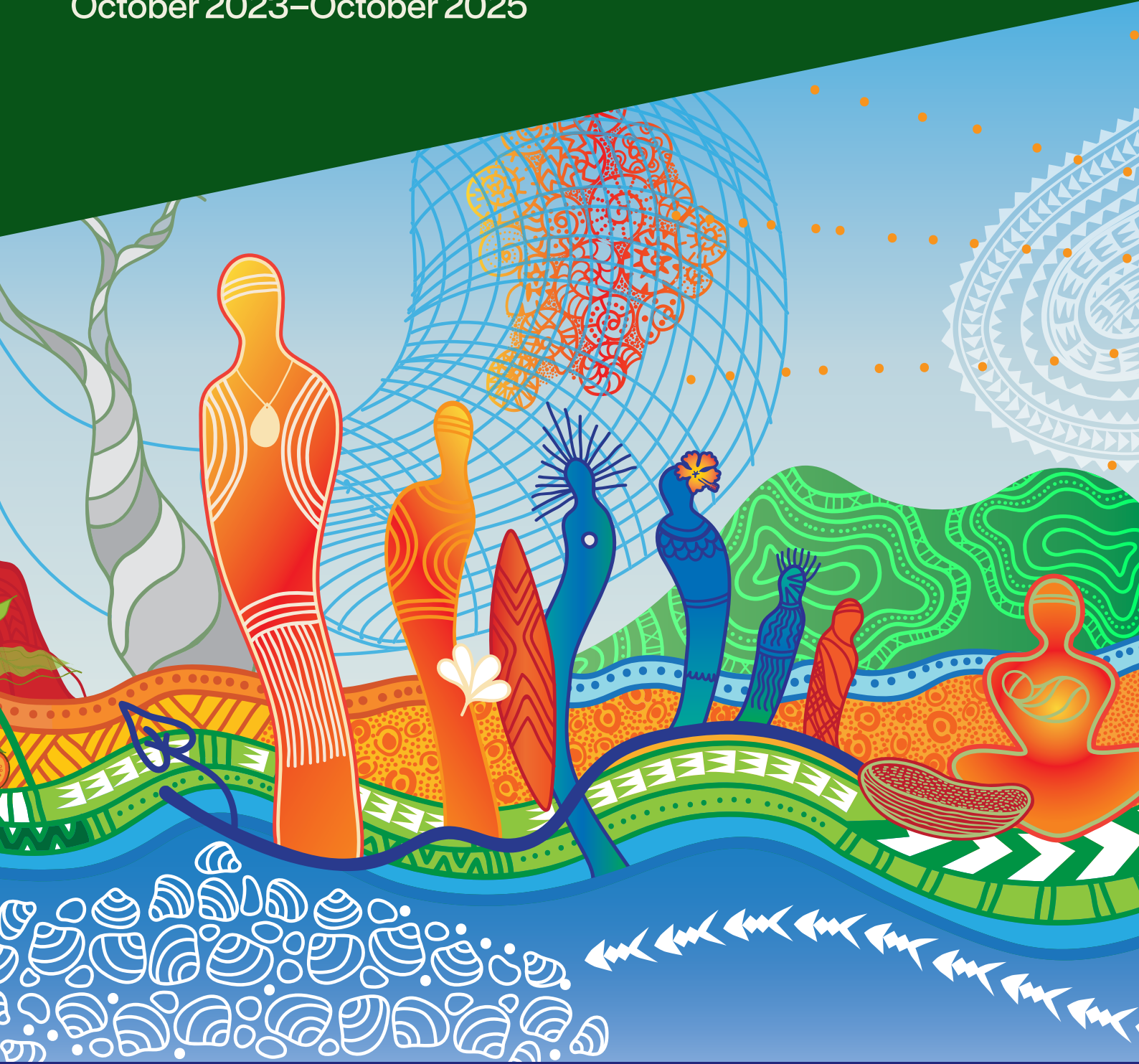


Australian College of Rural and Remote Medicine

# Innovate Reconciliation Action Plan

October 2023–October 2025





ACRRM acknowledges Aboriginal and Torres Strait Islander people as the First Nation owners of the lands where our members and staff work and live across Australia. We pay respect to their elders, lores, customs and creation spirits. We recognise these lands have always been a place of teaching, research and learning.





## President's Message

One of my privileges and honour's to be afforded in my role as ACRRM College President is to be able to lead the College as we launch our next Innovate Reconciliation Action Plan. I am proud of the way our new Plan has been developed as a real team effort, with contributions from the College Board and Council; our Aboriginal and Torres Strait Islander Members Group; and our staff based all around the nation.

During my long association with ACRRM, I have observed the College develop and strengthen its commitment to reconciliation. From its inception, ACRRM has had a strong focus on improving the health outcomes of Aboriginal and Torres Strait Islander people through our training programs and support for our First Nations Fellows and Registrars. With new national registrar training arrangements now well established, the College is firmly positioned to continue the increase of the number of Aboriginal and Torres Strait Islander registrars who will then progress to fellowship. This remains a key focus for our RAP and for ACRRM's strategic plan more broadly.

**I pay tribute to the previous and current work and leadership of our Aboriginal and Torres Strait Islander members who enrich the College through their contributions to the Board, Council and a range of education, assessment and workplace committees, and who provide mentoring and support to their peers.**

I am also heartened by the number of emerging leaders who will no doubt play important roles in the future within the College; the profession; and in their communities.

Although we have made a start, we acknowledge that there is much more to do. I look forward to leading our continued efforts to firmly embed the principles of reconciliation in all areas of College operations and culture, and as we strive to be champions of reconciliation for our members and communities.

**Dr Dan Halliday  
ACRRM President**



## Reconciliation Australia CEO's Message

Reconciliation Australia commends Australian College of Rural and Remote Medicine on the formal endorsement of its third 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. Australian College of Rural and Remote Medicine continues to be part of a strong network of more than 2,200 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 Australian College of Rural and Remote Medicine will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Australian College of Rural and Remote Medicine 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 Australian College of Rural and Remote Medicine 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, Australian College of Rural and Remote Medicine will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Australian College of Rural and Remote Medicine's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Australian College of Rural and Remote Medicine on your third Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine  
Chief Executive Officer  
Reconciliation Australia**



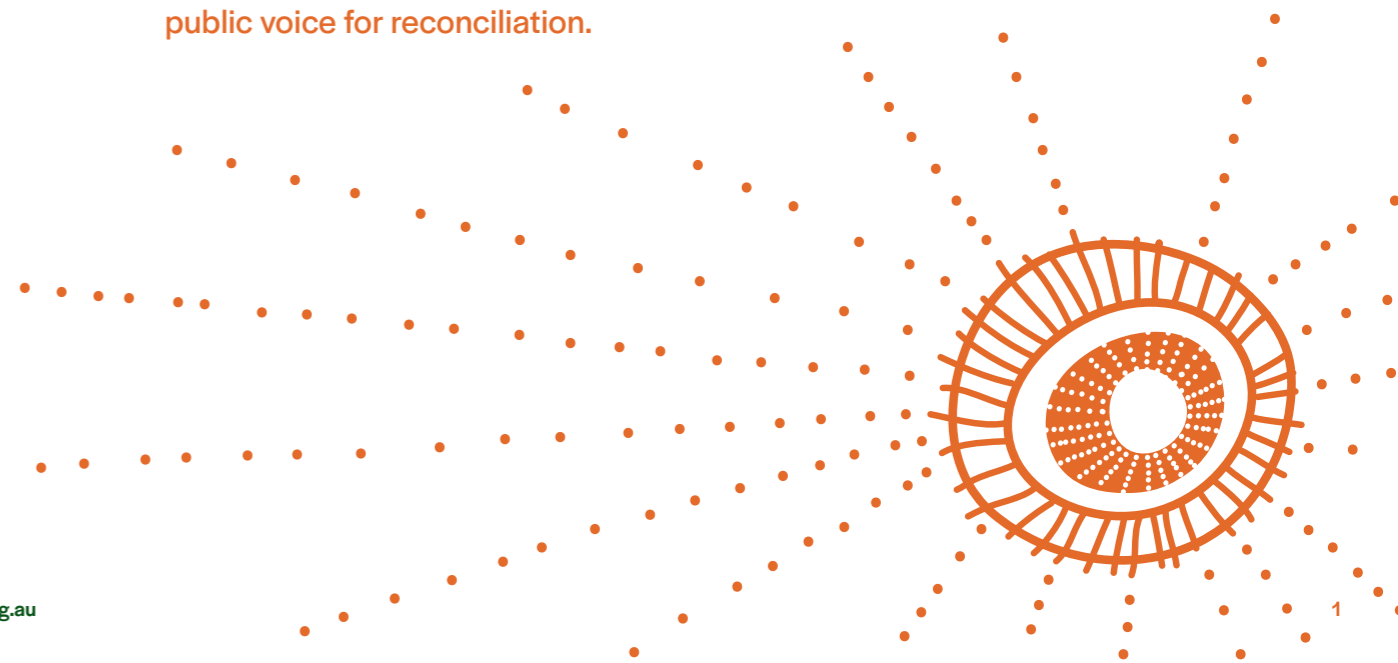
## Our vision for reconciliation

The Australian College of Rural and Remote Medicine's vision for reconciliation is equity of access to high-quality, culturally appropriate health care for Aboriginal and Torres Strait Islander peoples living in rural and remote areas of Australia.

The College will work in partnership with Aboriginal and Torres Strait Islander peoples and organisations to achieve this vision by supporting registrars and Fellows and members to provide culturally-appropriate, high-quality care for Aboriginal and Torres Strait Islander peoples and communities. We will support Aboriginal and Torres Strait Islander people on their journey to ACRRM Fellowship and beyond and facilitate their passage to becoming highly skilled practitioners with opportunities to become community and professional leaders.

Internally, ACRRM will have a dynamic and diverse staff underpinned by a recruitment strategy that encourages and supports people from Aboriginal and Torres Strait Islander peoples to work at the College. We will continue to champion an inclusive and respectful workplace environment which is reinforced by the principles of reconciliation and recognition of Aboriginal and Torres Strait Islander cultures and traditions in all parts of Australia where our staff live and work.

**In addition to providing leadership to staff and members, the College will strive to advocate provide a public voice for reconciliation.**





## Our business

**ACRRM's priority is to facilitate the provision of high-quality medical care to rural and remote communities through access to skilled and supported Rural Generalists (RGs) and specialist rural General Practitioners (GPs).**

The College is accredited by the Australian Medical Council (AMC) to set professional standards for training, assessment, certification and continuing professional development in the specialty of general practice. The training and education program is mapped to the ACRRM Rural Generalist Curriculum and leads to the qualification of Fellowship of the Australian College of Rural and Remote Medicine (FACRRM). Fellows and members are supported throughout their careers to maintain their extended range of skills through the ACRRM Continuing Professional Development (CPD) Home Program.

ACRRM is a member-based organisation. Membership is broad and diverse, including Fellows, registrars, students, other medical practitioners, and stakeholders. The College encourages and supports junior doctors and medical students, including Aboriginal and Torres Strait Islander people, and International Medical Graduates who are considering a career in rural medicine.

The College is a strong advocate for RGs and rural GPs and the communities they serve. Member and community perspectives inform the policies, position statements, submission and reports which form the basis for advocacy and improving the essential services that College members provide to rural, remote and Aboriginal and Torres Strait Islander communities. The College is represented on many government and stakeholder groups, providing input into workforce and rural and remote healthcare issues.

Members have access to a range of services including online learning and professional development, communication and information, support, and advocacy. They can access courses, workshops, and training and education programs through face-to-face and online learning tools. Aboriginal and Torres Strait Islander health is included in all areas of the curriculum and an online cultural awareness training module provides general knowledge and awareness of Aboriginal and Torres Strait Islander cultures in the context of health care.

As part of its commitment to providing comprehensive and culturally appropriate training, ACRRM accredits 60 rural and remote Aboriginal Community Controlled Health Services for the purposes of training registrars in Aboriginal and Torres Strait Islander health. The College has partnered with the Royal Australian College of General Practitioners (RACGP) to establish Joint Colleges Training Services Pty Ltd (JTCS). This company oversees joint services including the development and delivery of Aboriginal and Torres Strait Islander health strategic plans, cultural education and cultural membership.

Currently approximately 3% of ACRRM registrars are Aboriginal and/or Torres Strait Islander people.

**The College will continue to prioritise increasing the number of Aboriginal and Torres Strait Islander members and Fellows.**

The College employs 163 staff, including 30 clinicians, while a diverse pool of clinicians and other health experts, including Aboriginal and Torres Strait Islander clinicians and advisors, are engaged on a contractual basis to advise, develop, and deliver College education and assessment programs. This includes 12 First Nations people who provide expertise toward cultural mentoring and education in the ACRRM

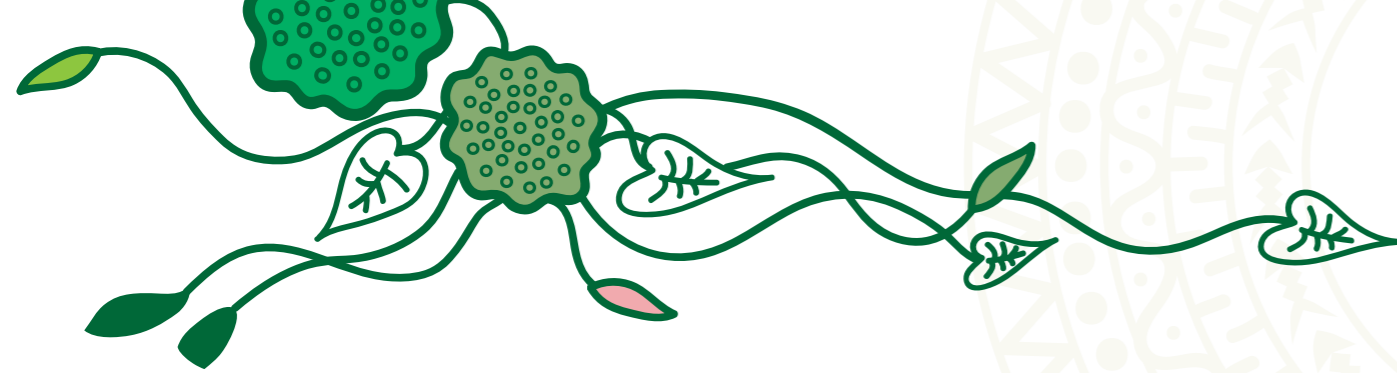
Fellowship program in Western Australia. ACRRM also engages the Joint College Training Services (JCTS) to provide approximately 50 First Nations people to provide these services at the regional level in each of the other states and territories. The College has senior Aboriginal Fellows who are instructors for its Advanced Life Support program and is actively recruiting other First Nations members to contribute to its educational activities.

**ACRRM has a national office as well as staff based regionally throughout Australia.**

In working towards meeting its vision the College works with Commonwealth, State and Territory governments together with a wide range of medical and rural community stakeholders and Aboriginal and Torres Strait Islander organisations and stakeholders.

An Aboriginal and Torres Strait Islander Members' Group provides mentorship and mutual support for Aboriginal and Torres Strait Islander members. This Group also advises the College Board and nominates a representative to the College Council.





## Our RAP

The College acknowledges that reconciliation is a continuing journey. Under the auspices of our current and previous RAPs, progress has been made towards increasing recognition of Aboriginal and Torres Strait Islander peoples and cultures in College policies and activities and within the staff and membership. However, this work is by no means complete and there are more learnings to be gained and work to be done.

In addition to working to build and strengthen relationships with Aboriginal and Torres Strait Islander peoples and organisations at the community and regional levels, ACRRM is committed to contributing to broader national efforts to advance the health status of Aboriginal and Torres Strait Islander peoples. The College is represented on the national Close the Gap Campaign and collaborates with a range of other organisations and stakeholders.

Within its governance structures and staff recruitment processes, ACRRM encourages participation from Aboriginal and Torres Strait Islander people. The College has a strong focus on providing a diverse, supportive and respectful workplace and encouraging its members to promote and adopt a similar ethos within their own working environments. This work is championed by the College

Respectful Workplaces Committee whose Terms of Reference stipulate the inclusion of Aboriginal and Torres Strait Islander members.

Wherever possible local Aboriginal and Torres Strait Islander businesses are considered when sourcing goods and services for College events and day-to-day consumables. The annual Rural Medicine Australia conference has a strong focus on engaging with and supporting local Aboriginal and Torres Strait Islander businesses and organisations and building relationships with the local Aboriginal and Torres Strait Islander communities located in the regional where the conference is being held.

### ACRRM launched its Reflect Reconciliation Action Plan in October 2018.

This first RAP aimed to confirm its commitment to reconciliation, using the RAP as a framework for increasing cultural awareness

within the College, particularly amongst our staff. It established Acknowledgement of Country protocols for all College events and meetings and supported staff participation in a number of Aboriginal and Torres Strait Island dates of significance and cultural education opportunities.

### This was followed by Innovate RAPs in 2019 and 2021.

Our 2019 RAP focussed on extending College activities to increasing support for relationships with Aboriginal and Torres Strait Islander organisations and communities, including Aboriginal and Torres Strait Islander businesses. This RAP also recognised the College aspiration to increasing the number of Aboriginal and Torres Strait Islander Fellows.

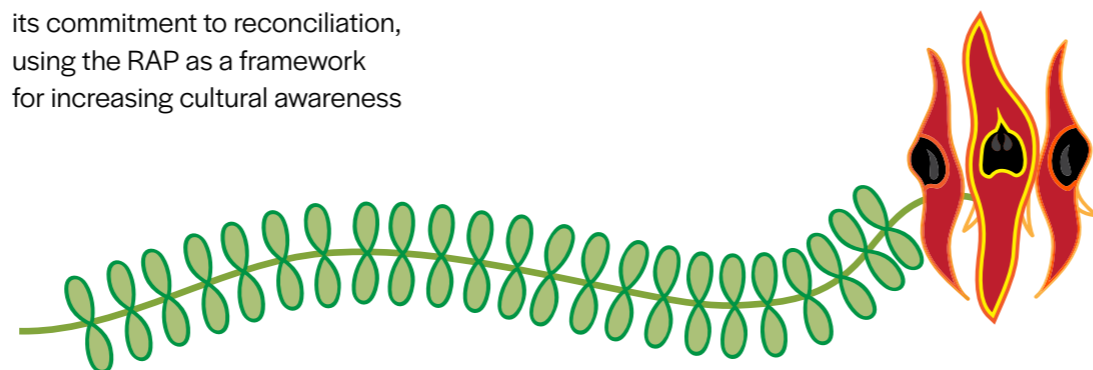
### The 2021 Innovate RAP was formally launched virtually at the Rural Medicine Australia conference.

Like the previous RAP, a number of the planned activities, especially those relating to face-to-face meetings and commemorations were affected by the COVID pandemic and resultant restrictions on meetings and travel.

There were additional challenges, including a significant expansion of staff and scope of College activities and responsibilities. These factors impacted on some of the planned RAP activities in the shorter team, particularly those related to increasing the number of relationships with Aboriginal and Torres Strait Islander communities and businesses at the regional level and through College events and functions. The development of an Aboriginal and Torres Strait Islander Procurement Strategy was also deferred pending a review of the broader College strategy to reflect the new circumstances.

However in the longer term, the increased presence of the College at the regional level in particular, will open up new opportunities which are documented in our 2023 RAP. This includes a new approach to engaging with Aboriginal and Torres Strait Islander communities and businesses and building on regional relationships to achieve this.

Following the launch of the 2021 RAP, the associated artwork was used in murals around the College office, accompanied by the artist's explanations of its symbolism and an Acknowledgement of Country. This artwork has also been used extensively as a background for videoconference calls, and in



marketing and merchandise. The videoconference background has proved to be a very effective way to promote the College RAP to other organisations, as it invariably attracts attention and questions.

**One of the key objectives of the 2021 RAP was to provide all staff with access to cultural awareness training.**

This was achieved in partnership with James Cook University during 2022. All staff joined a training session, either in-person or remotely. There was an extremely positive response to these sessions with much of the feedback reflecting that the session was ‘wonderful and informative’ and that staff appreciated the opportunity to participate.

**The success of this initiative has been noted and cultural awareness and safety training has again been noted as a priority in the new RAP.**

In addition to increasing the number of Aboriginal and Torres Strait Islander registrars, as part of the current RAP, the College has considered strategies to increase the number of Aboriginal and Torres Strait Islander staff. This has resulted in plans to recruit an entry level position on reception as an identified position through DATSIP, and to support their traineeship in this role.

There has been an increasing focus on supporting Aboriginal and Torres Strait Islander businesses both in general procurement and also for events and conferences. Planning and publicity for the 2023 Rural Medicine Australia conference in Hobart has included an increased focus on the local Indigenous history and culture in conference information. This approach will be strengthened further in the new RAP with the development of an Aboriginal and Torres Strait Islander procurement policy, noting that the College procurement policy contains a commitment to increasing procurement from Aboriginal and Torres Strait Islander businesses.

The College’s annual Rural Medicine Australia conference continued to build its program of activities led by its Aboriginal and Torres Strait Islander members. This included an Aboriginal and Torres Strait Islander Members Group breakfast which included the ACRRM President, the AIDA President and members of the leadership team of the Indigenous General Practice Registrars Network and group members gave key research presentations.

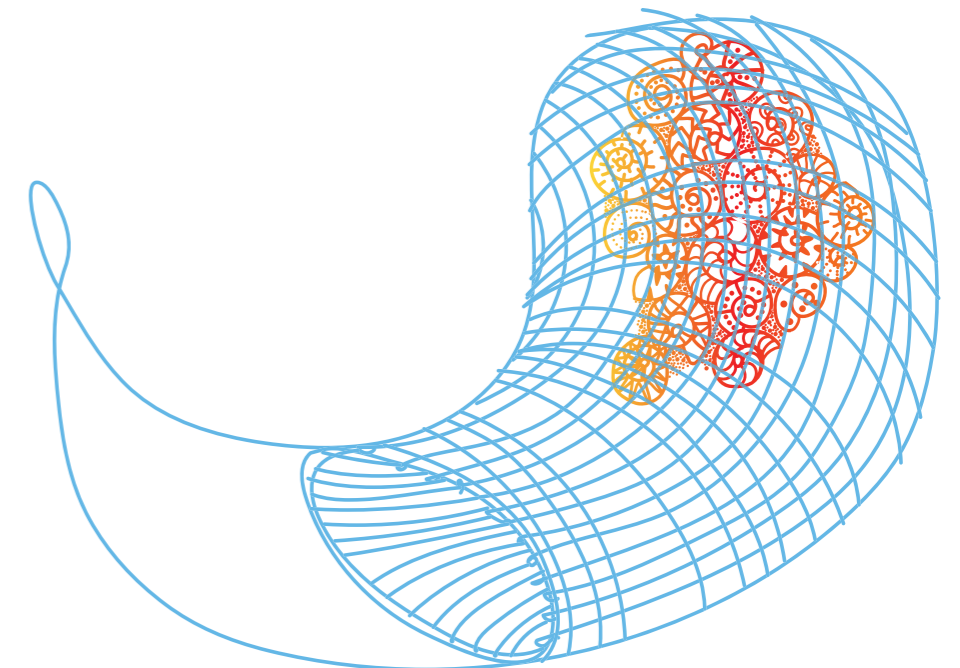
This strong focus was supported by a program to support Aboriginal and Torres Strait Islander registrars to attend the conference and the sponsoring of an Aboriginal and Torres Strait Islander award as part of the annual the President’s Prize. The presence of an Aboriginal doctor on the conference planning team further strengthened links with our RAP within the conference program.

ACRRM is building on this approach and adjusting from some of the learnings. There will be a more structured but similar stream of activities in 2024 with regular reporting on progress through the Aboriginal and Torres Strait Islander Members Group meetings including through the Manager responsible for the conference.

ACRRM’s RAP is championed under the leadership of the President who is supported by the Board; College Council and the CEO. At the operational level, the CEO leads the Executive Leadership Team (ELT) to support the RAP Oversight Group in securing an integrated and whole-of-College approach towards the implementation of the new RAP.

**The current RAP Oversight Group includes the General Manager Member Services as a representative from the Executive Leadership Team.**

Membership is broadly representative of the range of staff backgrounds, locations and operational areas and includes a nominee from each business area of the College. It includes the Member Engagement Manager, who is an Aboriginal woman.



The RAP Oversight Group reports to the College Board, Council through the Executive Leadership Team, as well as providing regular reports to the Aboriginal and Torres Strait Islander Members' Group.

Membership of the Aboriginal and Torres Strait Islander Members Group is voluntary and open to all College members from an Aboriginal or Torres Strait Islander background. The Group has two key roles. It is a peer mentoring, networking and support body, with a particular focus on supporting Aboriginal and Torres Strait Islander registrars toward attainment of Fellowship. Its second role is to provide a voice to the College on all issues of relevance to Aboriginal and Torres Strait Islander peoples. It does this principally through its representative on the College Council, which is ACCRRMs peak representative body, but also through representation on a range of committees including the Registrar Committee and the Respectful Workplaces Committee.

The Aboriginal and Torres Strait Islander Members' Group has provided input into the development of all College RAPs. Minutes of the RAP Oversight Group are tabled as a standing agenda item for discussion and feedback at all meetings of this Group and staff members of the RAP Oversight Group provide specific College support to the Members Group.

This strengthens the link between the RAP and the Aboriginal and Torres Strait Islander members of the College.

**The RAP Oversight Group also reports regularly to the College Board and Council.**

The structure and governance of the RAP Oversight Group has been reviewed to ensure it reflects the expanded staff; more regionally-based arrangements; and to further integrate the RAP in to all areas of College activities.





## Relationships

The College recognises that strong and continuing relationships with patients and communities in addition to teamwork with other health professionals, is a core component in delivering high-quality health care to people living in rural and remote areas. This includes recognising and respecting cultures and traditions of Aboriginal and Torres Strait Islander peoples, communities and organisations and working collaboratively with them to achieve the best health outcomes.

ACRRM acknowledges the knowledge of Aboriginal and Torres Strait Islander people and their contribution to the College’s development of a deeper understanding and respect for country and community and the link between connection to Country and health and wellbeing.



Action	Deliverable	Timeline	Responsibility
<b>Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Continue to meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	March 2024	Chair, RAPOG General Manager, Member Services
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	April 2024	General Manager, Member Services
	Investigate opportunities to build new relationships and partnerships with Aboriginal and Torres Strait Islander organisations and stakeholders at the local, regional and national level.	April 2024, 2025	Chair, RAPOG
	Maintain and enhance existing relationships with a range of Aboriginal and Torres Strait Islander stakeholders and organisations at the national, state and regional level.	June 2024, 2025	Chair, RAPOG
	Continue to support the annual AIDA conference and other conferences or events with a focus on supporting Indigenous health professionals and/or delivering education on Aboriginal and Torres Strait Islander health.	June 2024, 2025	Member Engagement Manager
<b>Build relationships through celebrating National Reconciliation Week (NRW).</b>	Recirculate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	May 2024, 2025	Communications Manager
	RAP Working Group members to participate in an external NRW event.	27 May–3 June, 2024, 2025	Chair, RAPOG
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May–3 June, 2024, 2025	Chair, RAPOG
	Continue to Organise at least one NRW event each year.	27 May–3 June, 2024, 2025	Chair RAPOG, Member Engagement Manager
	Register all our NRW events on Reconciliation Australia’s NRW website.	May 2024, 2025	Communications Manager
	Continue to celebrate NRW within the College office and staff through a range of commemorative activities including a function with a guest speaker and circulation of additional information and resources	May 2024, 2025	Chair RAPOG, Member Engagement Manager

# Relationships

Action	Deliverable	Timeline	Responsibility
<b>Build relationships through celebrating National Reconciliation Week (NRW).</b>	Recognise NRW in member and public communications, including a designated member newsletter.	May 2024, 2025	Communications Manager
	Organise staff cultural education and facilitate engagement with the College Aboriginal and Torres Strait Islander Members' Group to commemorate NRW.	May 2024, 2025	Chair RAPOG, Human Resources Manager
<b>Promote reconciliation through our sphere of influence.</b>	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	June 2024	Human Resources Manager
	Continue to communicate our commitment to reconciliation publicly.	November 2023, 2024	Communications Manager
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	July 2024, 2025	Senior Policy and Development Officer
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	February 2024, 2025	Senior Policy and Development Officer
	Implement strategies to engage our staff in reconciliation, including an overview of the RAP as part of the staff induction process and regular updates in staff internal communications.	May 2024, 2025	Human Resources Manager, Communications Manager
	Ensure the College RAP is accessible to all staff and visible to visitors in ACRRM national and regional offices.	November 2023	Communications Manager
	Ensure references to the College RAP and Aboriginal and Torres Strait Islander cultures and traditions are prominently displayed in the ACRRM office and regularly highlighted in College publications.	March 2024	Marketing Manager, Communications Manager
	Promote the RAP to members through a range of communications including the weekly e-newsletter, social media channels and via the College website.	November 2023 May 2024 November 2024 May 2025	Marketing Manager, Communications Manager

# Relationships

Action	Deliverable	Timeline	Responsibility
<b>Promote reconciliation through our sphere of influence.</b>	Refer to the RAP when planning College operations and activities.	April 2024, 2025	General Manager, Operations
	Implement a communication plan to ensure that external stakeholders are aware of the College RAP and ACRRM's commitment to reconciliation.	November 2024, 2025	Communications Manager
	Post the RAP and associated background information on the College website.	November 2024	Communications Manager
<b>Promote positive race relations through anti-discrimination strategies.</b>	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	August 2024	Human Resources Manager
	Review and update the anti-discrimination policy for our organisation.	August 2024	General Manager, Member Services
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	July 2024	General Manager, Member Services
	Educate senior leaders on the effects of racism.	April 2024, 2025	Chair, RAPOG



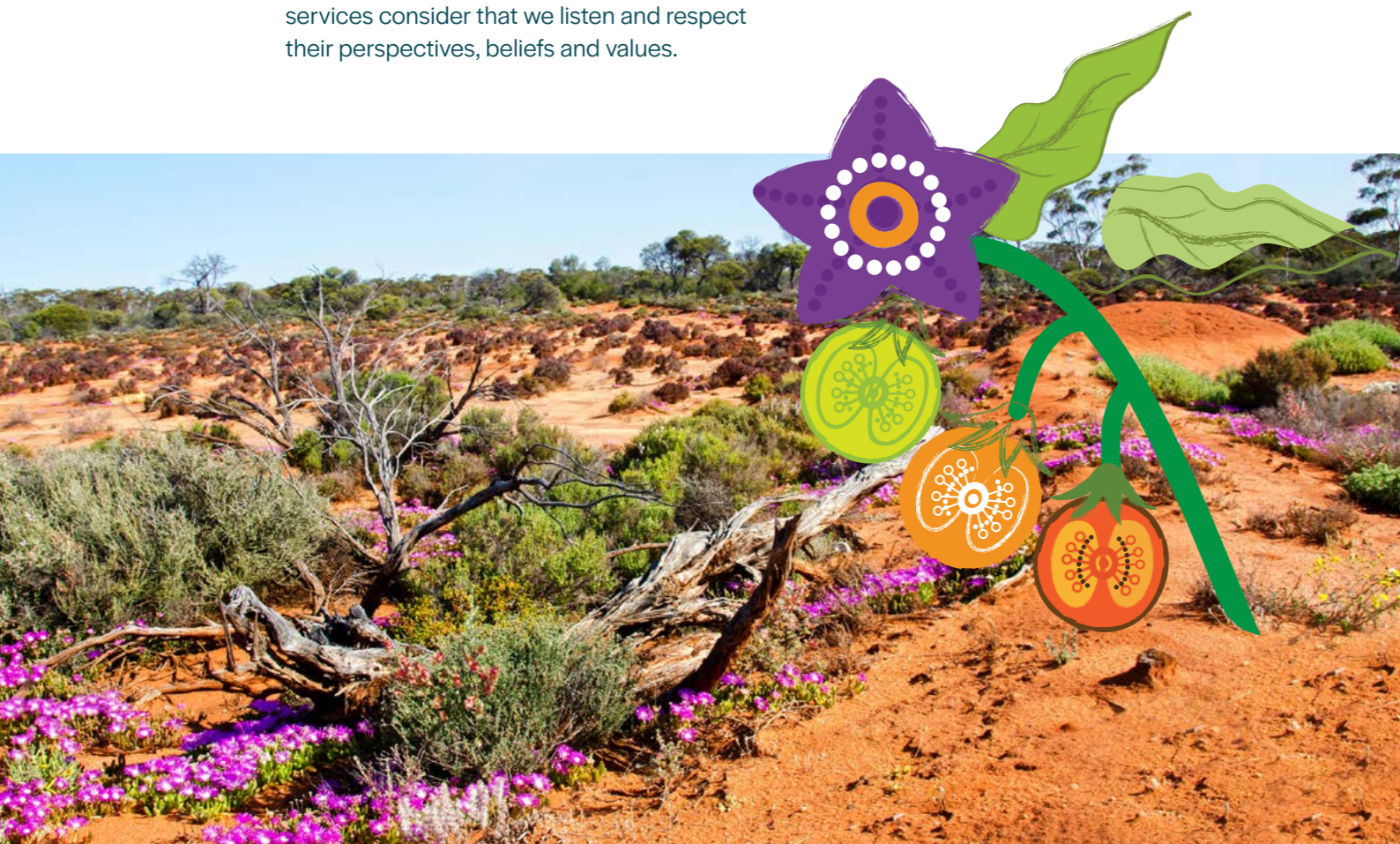
## Respect

Respect and appreciation of Aboriginal and Torres Strait Islander peoples, cultures, lands, waters, histories and rights are integral in providing College Fellows and Registrars with the skills and attributes required to deliver culturally appropriate health care to Aboriginal and Torres Strait Islander people and improve their health outcomes.

ACRRM recognises Aboriginal and Torres Strait Islander peoples as Australia's First Peoples. To have this reality acknowledged and accepted is at the heart of respect. We will assess our progress by the extent that Aboriginal and Torres Strait Islander people who interact with the College or access our services consider that we listen and respect their perspectives, beliefs and values.

It is important that College staff also demonstrate respect, understanding and appreciation in their dealings with the Aboriginal and Torres Strait Islander members of the College and other stakeholders.

As part of our reconciliation journey, ACRRM seeks to foster pride in cultures and histories and a broader knowledge and appreciation of these, both within our staff and our broader membership. The College has established a Respectful Workplaces Committee to drive this journey and support diversity, respect and inclusiveness as one of the College's key objectives. ACRRM commits to the training of staff, educators, and members to increase learning, awareness and respect of Aboriginal and Torres Strait Islander culture and histories.



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>	Review the cultural learning needs within our organisation to reflect changing circumstances.	February 2024	Human Resources Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	February 2024	Chair, RAPOG
	Review, implement, and communicate a cultural learning strategy document for our staff.	March 2024	Human Resources Manager
	Provide opportunities for RAP Working Group members and other key leadership staff to participate in formal and structured cultural learning.	February 2025	Human Resources Manager
	Continue to provide opportunities to all College staff to participate in a structured cultural learning program.	July 2024, 2025	Human Resources Manager
	Review the College online induction presentation to update information about the College's Reconciliation Plan with links to cultural and historical information.	October 2024	Human Resources Manager
	Include explanations of the significance of Aboriginal and Torres Strait Islander cultural protocols and their use within the College in staff orientation and training modules.	February 2024	Human Resources Manager
	Explore the provision of more advanced cultural learning for staff members whose role involves supporting Aboriginal and Torres Strait Islander trainees.	September 2024	General Manager, Education Services
	Promote cultural learning activities and opportunities to the broader College membership.	May 2024, 2025	Communications Manager
	Review the College approach to Australia Day commemorations. <i>(moved from opportunities section as advised by RA)</i>	October 2024	Chair, RAPOG

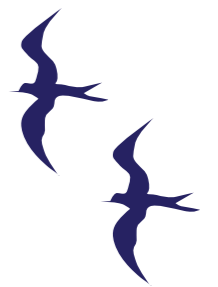
Action	Deliverable	Timeline	Responsibility
<b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Increase all staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2024	Chair, RAPOG
	Continue to embed practices demonstrating respect for Aboriginal and Torres Strait Islander peoples, culture and traditions to demonstrate our recognition of their place as Australia's First Peoples.	April 2024, 2025	Chair, RAPOG
	Review and update a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	February 2024	Chair, RAPOG
	Continue to invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	May 2023, 2024	Communications Manager
	Continue to Include an Acknowledgement of Country or other appropriate protocols at the commencement of all formal/minuted and important meetings.	February 2024	Chair, RAPOG
	Review and update the wording of the current College Acknowledgement of Country and acknowledgement protocols	April 2024	Chair, RAPOG
	Conduct an annual review of the use of culturally appropriate language in key College policies and documents.	July 2023, 2024	Communications Manager
	Seek feedback from the College Aboriginal and Torres Strait Islander Members Group regarding College organisational values	March 2023, 24	Chair, RAPOG



Action	Deliverable	Timeline	Responsibility
<b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2023, 2024	Chair, RWC
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June, 2024, 2025	HR Manager
	Continue to promote and encourage participation in external NAIDOC events to all staff.	First week in July, 2023, 2024	Communications Manager
	Continue to publicly acknowledge NAIDOC week through College member, staff and public communications.	First week in July, 2023, 2024	Communications Manager
	Work with Aboriginal and Torres Strait Islander staff members to identify opportunities for engagement and participation in NAIDOC week celebrations.	June 2023, 2024	Chair, RWC
	Encourage Aboriginal and Torres Strait Islander members to share their stories and reflections with College staff and other members.	First week in July, 2023, 2024	Communications Manager
	<b>Identify and commemorate Aboriginal and Torres Strait Islander dates of significance.</b>	Include the commemoration of Aboriginal and Torres Strait Islander dates of significance, including National Close the Gap Day, National Sorry Day and NAIDOC and National Reconciliation Week in the College calendar of events.	August 2023, 2024
Continue to commemorate each date of significance through staff messaging and follow-up information.		July 2023, 2024	Communications Manager
Continue to recognise dates of significance through member newsletters and other communications.		July 2023, 2024	Communications Manager
<b>Create a diverse, supportive and respectful workplace and support members in promoting a similar culture within their own practices and workplaces.</b>	Provide ongoing support for reconciliation within the College through ongoing staff and member communication and promotion of our RAP; and a workshop at the annual Rural Medicine Australia conference.	October 2023, 2024	Chair, RWC
	Support all College members, including Aboriginal and Torres Strait Islander members, to promote a culture of respect and inclusiveness within their own workplaces, through a range of College communications and policy documents.	April 2024	Chair, RWC

# Respect

Action	Deliverable	Timeline	Responsibility
<b>Create a diverse, supportive and respectful workplace and support members in promoting a similar culture within their own practices and workplaces.</b>	Include member stories from Aboriginal and Torres Strait Islander member stories as part of mainstream media plans.	July 2025	Communications Manager
<b>Investigate ways to support the Uluru Statement from the Heart.</b>	Engage with the Aboriginal and Torres Strait Islander Members Group regarding communication and support for members and staff.	August 2024	Chair, RAPOG Senior Policy and Projects Officer



# Opportunities

ACRRM aims to provide opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities to be involved in all areas of College operations. This is important to strengthen the College culture of workplace respect and diversity; enhance business opportunities and contribute to increasing the number of Aboriginal and Torres Strait Islander Fellows within the College.

These opportunities will be promoted in a spirit of mutual benefit, whereby the College will support the sustainability of Aboriginal and Torres Strait Islander businesses; develop and enhance the skills base of the Aboriginal and Torres Strait Islander workforce; and support local and regional communities. The College will continue to work to achieve its vision of better health outcomes for Aboriginal and Torres Strait Islander peoples, including through increasing the number of Aboriginal and Torres Strait Islander registrars and Fellows.



# Opportunities

Action	Deliverable	Timeline	Responsibility
<b>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</b>	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	September 2024	Human Resources Manager
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	September 2024	Human Resources Manager
	Review and update the Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy	October 2024	Human Resources Manager
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	November 2024	Human Resources Manager
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	September 2024	Human Resources Manager
	Ensure College recruitment policies include statements which welcome applications from Aboriginal and Torres Strait Islander people.	September 2024	Human Resources Manager
	Set a benchmark which is reflective of the percentage of Aboriginal and Torres Strait Islander people within the local community for the percentage of Aboriginal and Torres Strait Islander staff employed within the College and develop strategies to achieve this benchmark.	September 2024	Human Resources Manager
	Build on partnerships with cultural educators and mentors to embed understanding and practice within the organisation.	March 2025	General Manager, Education Services
	Consider inclusion of identified Aboriginal and Torres Strait Islander roles where appropriate within the organisation.	March 2025	Human Resources Manager
	Consider inclusion of apprenticeship and mentored roles for Aboriginal and Torres Strait Islander staff.	July 2025	Human Resources Manager
	Review staff position descriptions to include RAP deliverables.	July 2025	Human Resources Manager
	Include cultural safety information at induction for all staff and clinicians through information about staff resources and opportunities for cultural safety training.	July 2023	Human Resources Manager

# Opportunities

Action	Deliverable	Timeline	Responsibility
<b>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</b>	Develop marketing tools to promote how the College supports Aboriginal and Torres Strait Islander staff.	July 2025	Communications Manager
	Investigate and address any barriers within College procurement policies to engagement with Aboriginal and Torres Strait Islander businesses.	May 2024	General Manager, Corporate Services
	Develop a College Aboriginal and Torres Strait Islander procurement strategy and ensure it is embedded within the broader College procurement strategy.	June 2024	General Manager, Corporate Services
<b>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Set and maintain a benchmark for procurement from Aboriginal and Torres Strait Islander suppliers as a component of the Aboriginal and Torres Strait Islander procurement policy.	July 2024	General Manager, Corporate Services
	Set targets for commercial relationships with Aboriginal and/or Torres Strait Islander businesses in the development of the Aboriginal and Torres Strait Islander procurement policy.	September 2025	General Manager, Corporate Services
	Review options for Supply Nation membership.	March 2025	Chair, RAPOG
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	July 2024	General Manager, Corporate Services
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	July 2024	General Manager, Corporate Services
	Use local Aboriginal and Torres Strait Islander businesses and community groups where possible when sourcing goods and services for College events, including regional meetings and the annual conference.	July 2024, 2025	General Manager, Member Services
	Increase College representative attendance at Aboriginal Torres Strait Islander industry conferences and functions	August 2025	General Manager, Member Services
	Utilise contacts in regional staff and entities such as the Joint Colleges Training Services (JCTS) to identify opportunities to develop regional business relationships.	August 2024	General Manager, Corporate Services



## Opportunities

Action	Deliverable	Timeline	Responsibility
<b>Support members of the College Aboriginal and Torres Strait Islander Members' Group to provide mentoring and mutual support to their colleagues.</b>	Provide a designated time and venue at the annual Rural Medicine Australia conference for the Aboriginal and Torres Strait Islander Members' Group to hold a meeting.	October 2024, 2025	General Manager, Member Services
	Provide administrative and policy support for the Aboriginal and Torres Strait Islander Members' Group.	October 2024, 2025	General Manager
	Ensure that all Aboriginal and Torres Strait Islander members are provided with information about the College Aboriginal and Torres Strait Islander Members' Group with an invitation to participate.	November 2023, 2024	Chair, RAPOG
	Review the Aboriginal and Torres Strait Islander mentor program in consultation with the Aboriginal and Torres Strait Islander Members Group to ensure that RAP deliverables are included in the program objectives.	August 2024	Membership Manager
	Involve members of the Aboriginal and Torres Strait Islander Members Group to review culturally appropriate mentor options and opportunities for Aboriginal and Torres Strait Islander members and colleagues.	August 2024	General Manager, Operations
	Consider establishing an on-line discussion group or a similar platform for Aboriginal and Torres Strait Islander members in consultation with the Aboriginal and Torres Strait Islander Members Group.	March 2025	Membership Manager
<b>Facilitate representation from Aboriginal and Torres Strait Islander members, communities and consumers on College Councils and Committees.</b>	Review the terms of Reference for College Councils and Committees to facilitate representation from Aboriginal and Torres Strait Islander members, including both minimum requirements and goal numbers.	March 2024	General Manager, Operations
	Include options for representation from Aboriginal and Torres Strait Islander consumers, carers and community representatives on College Board, Councils and Committees.	September 2024	General Manager, Operations
	Encourage Aboriginal and Torres Strait Islander Fellows to become involved as clinical consultants on College education and assessment advisory committees.	September 2025	General Manager, Education Services

## Opportunities

Action	Deliverable	Timeline	Responsibility
<b>Embed RAP outcomes in the ACRRM curriculum.</b>	Consult with the Aboriginal and Torres Strait Islander Members Group to embed RAP outcomes in the ACRRM curriculum.	August 2025	General Manager, Education Services
	Include member stories from Aboriginal and Torres Strait Islander member stories as part of mainstream media plans.	July 2025	Communications Manager
<b>Encourage Aboriginal and Torres Strait Islander involvement in College administration, research and training activities.</b>	Investigate opportunities for staff-based research or project-based cadetships for Aboriginal and Torres Strait Islander people.	July 2025	General Manager, Operations
	Develop strategies to encourage and support Aboriginal and Torres Strait Islander Fellows to become involved in training and research activities.	July 2025	General Manager, Education Services
<b>Support best practice in delivering Aboriginal and Torres Strait Islander health services and associated research activities.</b>	Work collaboratively with a range of government departments including the Department of Health and organisations and Aboriginal and Torres Strait Islander health organisations to identify and promote best practice in Aboriginal and Torres Strait Islander health care.	September 2025	General Manager, Safety and Quality
	Support research and professional development through Aboriginal and Torres Strait Islander partner meetings and conferences, using a range of mechanisms which may include partnerships, sponsorship, presentations or bursaries.	September 2024, 2025	General Manager, Member Services
	Ensure that feedback from Aboriginal and Torres Strait Islander members is considered in reviews of College standards and curriculum.	September 2025	General Manager, Education Services
	Investigate opportunities for partnerships with relevant research organisations and educational institutions to support research and clinical best practice.	September 2025	General Manager, Safety and Quality
	Provide opportunities for Aboriginal and Torres Strait Islander members to join relevant College research, assessment and review activities.	September 2025	Chair, RAPOG

Action	Deliverable	Timeline	Responsibility
<b>Establish and maintain an effective RAP Working group (RAPOG) to drive governance of the RAP.</b>	Maintain Aboriginal and Torres Strait Islander representation on the RAPOG.	November 2023, 2024	Chair, RAPOG
	Review and update the Terms of Reference for the RAPOG.	November 2023, 2024	Chair, RAPOG
	Meet at least four times per year to drive and monitor RAP implementation.	November, 2023; February, May, August, November 2024; February, May, August, 2025	Chair, RAPOG
<b>Provide appropriate support for effective implementation of RAP commitments.</b>	Review resource needs for RAP implementation.	December 2023	Chair, RAPOG
	Engage our senior leaders and other staff in the delivery of RAP commitments.	December 2023; May 2024; October 2024; May 2025; August 2025	Chair, RAPOG
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	December 2023; May 2024; October 2024; May 2025; August 2025	Secretary, RAP WG
	Appoint and maintain an internal RAP Champion from senior management.	November 2023	Chair, ACRRM Executive Leadership Team
<b>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	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	Secretary, RAP WG
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	Secretary, RAP WG
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	Secretary, RAP WG
	Report RAP progress to all staff and senior leaders quarterly.	December 2023; May 2024; October 2024; May 2025; August 2025	Chair, RAP WG

Action	Deliverable	Timeline	Responsibility
<b>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	Publicly report our RAP achievements, challenges and learnings, annually.	October 2024, 2025	Chair, RAPOG
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	Human Resources Manager
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	October 2025	Secretary, RAPOG
<b>Continue our reconciliation journey by developing our next RAP.</b>	Register via Reconciliation Australia's website to begin developing our next RAP.	February 2025	Secretary, RAPOG
<b>Involve the College Board, Councils and Committees and staff in ongoing monitoring and reporting of RAP achievements, challenges and learnings.</b>	Seek feedback from the Aboriginal and Torres Strait Islander Members Group to inform RAP monitoring and reporting.	April 2024, 2025	Chair, RAPOG
	Invite feedback from staff regarding the effectiveness of the RAP in raising awareness and promoting respect and understanding of Aboriginal and Torres Strait Islander culture within the College.	April 2024, 2025	Chair, RAPOG
<b>Ensure that the RAP underpins College culture and work environments as part of a whole-of-College approach.</b>	Encourage the College Board, Councils and Committees to consider the RAP in their strategic planning and project implementation activities. College.	March 2024, 2025	CEO
	Embed the RAP in College governance and planning processes	February 2024; April 2025	General Manager, Operations
	Review and update existing College policies to reflect RAP expectations.	February 2024	General Managers, Operations
	Incorporate the RAP as a key component of the College strategic plan and annual College evaluation report.	March 2024, 2025	CEO





## Leading Country

### The ACRRM RAP Artwork story

This vast expanse connected through song, ceremony, dance, we mark this country – Culture connects us all.

Drum beats low, cockatoo calls, freshwater flows from the earth, saltwater tastes sweet.

Ochre is ground, bodies painted, initiation rites, knowledge passes from one generation to the next.

Leaders emerge paving the way across country navigation by Land, Sea and Sky.

Creation Spirit guides their way, protocols established – Law is defined.

Rhythmic sounds echo across the land, travelling over the waters—embers fly in the night sky, people gather, celebrations begin.

This artwork is about the passing on of knowledge to our next generation of Leaders those who have been guided and directed by the generation that came before. Going through ceremony, initiation, and rites of passage. These leaders keep Culture strong they share their knowledge of Country to help people survive and thrive for generations to come.

'Leading Country' artwork by artist: Riki Salam, We Are 27 Creative.

### About the Artist

Riki Salam, Principal, Creative Director and artist of We are 27 Creative developed 'Leading Country' for the ACRRM Innovate Reconciliation Action Plan.

Riki Salam is an accomplished artist and graphic designer who specialises in Indigenous art, design and communications. Born in Cairns on Yidindji Land he has connections to the Mualgal and Kaurareg Peoples of the Torres Straits and Kuku Yalanji People in Far North Queensland, Australia. He also has ties to Ngai Tahu in the South Island of New Zealand. Riki is the Principal and Creative Director of We are 27 Creative currently based in Turrbul and Yaggera Country in Meanjin, Brisbane.

**To view more of Riki's artworks visit [www.weare27.com.au](http://www.weare27.com.au)**



Artist: Riki Salam (Mualgal, Kuku Yalanji, Ngai Tahu)



