

REFLECT

# RECONCILIATION ACTION PLAN

MARCH 2022 – JUNE 2023



Australian College of Nursing



RECONCILIATION  
ACTION PLAN

REFLECT



## ABOUT THE ARTIST

Kristie Peters is a proud Wiradjuri woman who currently lives in Canberra on Ngunnawal/Ngambri country with her eight beautiful boys.

Kristie is the founder of Yarrudhamarra Creations and the recipient of ACT NAIDOC Artist of the Year in 2021. She has always had a passion for art and sharing culture. Her artworks are based on the love for her family and personal life experiences. Yarrudhamarra is taken from the Wiradjuri language meaning "Dream"

"To create an art piece for people to see is one thing, but to create and design an art piece for something that can change someone's life journey is even more special" Thank you for supporting Yarrudhamarra Creations.

Kindest regards

Kristie Peters

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# ELEMENTS IN THE ARTWORK

This artwork represents the heart of the Australian College of Nursing and the ongoing commitment towards reconciliation, building strong relationships and valuing First Nations Australians histories, cultures, and futures.



## HANDSHAKE

The large concentric circle in the middle represents the amazing people at Australian College of Nursing, who play a big part dedicating their lives doing exceptional work, leading the way by nurturing and empowering nurses around the country to be the best they can be every step of the way and creating long lasting changes that makes a meaningful difference in their lives.



Combined with the handshake in the middle and the hand prints. They symbolizes trust and respect as you take pride in all you do. It reflects who you are and what you stand for, and supporting the role that First Nations Australians play in your community and working together to achieve the health and wellbeing of your community



## THE U SHAPES

The U shapes represents everyone from different cultures coming together, to a place where you can be yourself, giving a chance to succeed and feeling valued for who are are keeping each other informed, connected, and inspired, from which everyone at Australian College of Nursing have captured so well.

# ELEMENTS IN THE ARTWORK



## FOOTPRINTS

The footprints symbolize connection to community and country. It also represents growth and the many generations to follow in your footsteps in the respect we can inclusively make a difference as we walk together for a better future.



## TRAVELLING LINES

The lines in the artwork represents travelling lines guiding you along to make positive decisions. The dots in the travelling lines represents the many goals you will achieve together in your reconciliation journey. Each goal you set in life; you will gain strength to challenge yourself a little more. The more goals you set in life; the more self-respect will grow.



## SMALL MEETING PLACES

The meeting places represent the song lines which trace the path of our ancestors that are deeply tied to the landscape. Our ancestors guide us from the past to the present. We pay our deepest respects to those who have come before us sharing important cultural knowledge, wisdom, and strength.



## ACKNOWLEDGEMENT

In the spirit of reconciliation, the Australian College of Nursing (ACN) acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and community. We pay our respects to their Elders' past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

We acknowledge that Aboriginal and Torres Strait Islander peoples were the first sovereign Nations of the Australian continent and possess their own laws, cultures, customs, medicines and approaches to health and wellbeing.

We also acknowledge that while Aboriginal and Torres Strait Islander peoples are diverse, they share a holistic view of health that includes not only the physical, but the social, emotional, spiritual and cultural wellbeing of individuals, families and the whole community.



## A MESSAGE FROM RECONCILIATION AUSTRALIA

Reconciliation Australia welcomes the Australian College of Nursing to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

The Australian College of Nursing joins a network of more than 2,200 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables the Australian College of Nursing to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Australian College of Nursing, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

***Karen Mundine***  
***Chief Executive Officer***  
***Reconciliation Australia***



## A MESSAGE FROM OUR CEO

I begin this message by acknowledging the lands of the Ngunnawal, Ngunawal and Ngambri peoples and the Dharug people who are the Traditional Custodians where the Australian College of Nursing's (ACNs) offices are based. I also acknowledge the traditional ownership of the more than 250 Indigenous nations on this continent where ACN has a strong presence through our staff, members, students, affiliate networks and stakeholders.

ACN is a for-purpose organisation focused on achieving our mission of Shaping Health, Advancing Nursing. We advocate on behalf of nurses we represent nationally to ensure all Australians receive the benefits of expert nursing care.

As CEO, I am proud to present ACN's Reconciliation Action Plan 2022-23. This is our inaugural RAP and the actions below aim to expand our already strong relationship with Aboriginal and Torres Strait Islander peoples, nurses and stakeholders. The implementation will be guided by the members of our RAP Working Party, a diverse group of staff from across the organisation whom I am proud to lead.

Nurses play a crucial role in closing the health gap Aboriginal and Torres Strait Islander peoples experience. As a nurse and a humanitarian, I am personally dedicated to ensuring our organisation is doing all we can to tackle this gap and promote reconciliation within our extensive sphere of influence.

It is essential that the expertise of our Aboriginal and Torres Strait Islander nurses is a leading voice in closing the health gap. Nursing leaders like those within ACN's First Nations Faculty are strong influences in this area, I and would like to use this opportunity to acknowledge the impact they have on our profession and those we care for.

Learning, reflection and collaboration will be central to ACN's RAP journey and the ethos of our Ways of Being and Ways of Working will be with the team every step of the way. Remember, we are powerful individually but unstoppable together.

I look forward to updating you on the progress of the RAP throughout the year.

*Warmest regards,*  
**Adjunct Professor Kylie Ward FACN**  
**CEO of the Australian College of Nursing**





## A MESSAGE FROM OUR PRESIDENT

Welcome to the Australian College of Nursing (ACN) Reconciliation Action Plan 2022-23.

One of the core strategic pillars of ACN is advocating for issues that matter to the nursing profession and the health of all Australians. However, we know that all Australians do not have the same outcomes when it comes to health.

According to data from the Australian Productivity Commission's 2022 Close The Gap Report, Aboriginal and Torres Strait Islander women have a shorter average life expectancy than non-indigenous Australians by 7.8 years, with the difference 8.6 years between males. They are also 25.2% less likely to finish Year 12 or equivalent, a statistic that rises to 29.7% for tertiary education.

This is the contextual backdrop that surrounds ACN's Reconciliation Action Plan (RAP) as we embed developing relationships, respect and opportunities for Aboriginal and Torres Strait Islander peoples into every aspect of our day-to-day operations. We begin our RAP Journey at the Reflect Stage, which focuses on 'scoping capacity for reconciliation'.

Examples of the tasks we will undertake include:

- promoting reconciliation within our sphere of influence,
- developing a business case for procurement from Aboriginal and Torres Strait Islander owned businesses,
- Identifying internal and external stakeholders that our organisation can engage with on our reconciliation journey.

The work will be led by ACN's RAP Working Party – Co-Chaired by CEO Adjunct Professor Kylie Ward FACN and Director of Academic Studies Dr Jacinta Kelly. The Working Party features representatives from across all divisions of the organisation who are committed to the reconciliation cause.

I look forward to sharing updates with our stakeholders throughout our RAP journey as we work together to use our influence to improve outcomes for Aboriginal and Torres Strait Islander peoples.

***Warmest regards,  
Emeritus Professor Christine Duffield FACN  
President of the Australian College of Nursing***



## OUR BUSINESS

The Australian College of Nursing (ACN) is the national leader of the nursing profession. ACN is a national peak body and higher education provider and delivers extensive, continuing professional development and education for nurses throughout Australia. It is also a member, in collaboration with the Australian Nursing and Midwifery Federation, of the International Council of Nurses.

We are committed to our 'Strategic Directions 2022-2026 our mission: **Shaping Health, Advancing Nursing**. We will work to achieve our mission through our six pillars: advocacy, Community, Education, Leadership and Policy, Social Impact. They will be our foundation for years to come and enable innovation and stability.

Our membership, events and higher education services allow nurses at all levels to stay informed, connected and inspired. By bringing together thousands of passionate nurses from across the country, we provide a strong, collective voice for our profession and drive transformational change throughout the Australian health and aged care systems.

### ACN advocates on behalf of the nursing profession

As a professional nursing organisation our members are our key focus; we advocate on issues to decision makers in state and federal governments providing valuable insight and recommendations from a nursing perspective.

ACN's Policy division seeks opportunities to promote nursing and advocate for optimal community health outcomes by responding to consultations and enquiries conducted through our membership base.

Members represent ACN at a variety of forums including advisory committee meetings, health professional roundtable discussions and government and non-government working groups and workshops.

We provide a collective voice for the nursing profession by using our members' experience and knowledge to shape our evidence-based position statements about important topics in nursing, aged care and healthcare delivery in Australia.

Our Reflect RAP includes a focus on engaging and increasing the number of Aboriginal and Torres Strait Islander peoples in our membership through the provision of education, training and leadership opportunities including scholarships and Transition to Practice Programs. ACN's First Nation Community of Interest was established in December 2020 for members to connect and ensure best practice and policy development related to advancing nursing.

ACN partners and affiliates include the Congress of Aboriginal and Torres Strait Islander Nurses and Midwives (CATSINaM), Public and Private Hospitals and Technical and Further Education (TAFE) centres.

## **ACN nurtures the nurse leaders of today and tomorrow**

We are committed to encouraging, educating and supporting nurses so they can develop and grow their skills, confidently take a leadership role in health or aged care and provide the essential professional, economic and clinical perspectives to shape care models. We are an information hub for our members and offer them a variety of convenient and valuable learning tools for leadership and career development, networking and connectivity and access to library services.

ACN has established regional Leadership Team networks who host events and drive membership growth across Australia.

We are committed to our intent of advancing nurse leadership to enhance health care and firmly believe that all nurses, regardless of their job title or level of seniority, can be leaders.

By bringing together over eleven thousand (11,000) extraordinary nurses from across the country, we build a strong collective voice for nursing to command the respect and recognition our profession deserves.

## **ACN is an accredited higher education provider for qualified nurses**

ACN is a higher education provider and is registered and accredited by the Tertiary Education Quality and Standards Agency for the delivery of higher education courses. ACN is also a Registered Training Organisation approved to deliver nationally accredited training with the Australian Skills Quality Authority.

We provide education and courses that use a framework which incorporates the Leaders of Indigenous Nursing and Midwifery Education Network (LINMEN). Our nurse educators and staff hold individual membership to LINMEN to contribute to achieving health equity for Aboriginal and Torres Strait peoples.

As an education provider our postgraduate, continuing professional development and training courses are renowned for equipping nurses with further knowledge of their chosen speciality and extending their clinical skills. We also develop customised leadership and education courses to meet organisational training needs.





## OUR PEOPLE

There are approximately ninety (90) staff located across two sites – in Canberra on the lands of the Ngunnawal People and the Ngambri People and in Parramatta on the lands of the Darug Nation, and we provide services across Australia. Currently we do not have employees who identify as Aboriginal and/or Torres Strait Islander people.

Currently ACN has over eleven thousand (11,000) Members, Fellows and Distinguished Life Fellows. We are currently in the process of identifying Aboriginal and/or Torres Strait Islander peoples in our membership base.

Since 2017 we have had one-hundred-and-ninety-four (194) students who identified as Aboriginal and/or Torres Strait Islander peoples enrolled in Graduate Certificates and single unit subjects (current as of 30 June 2021).

Our RAP also commits to investigating where our supply chain and contracting arrangements can support opportunities for employment and engagement with Aboriginal and Torres Strait Islander businesses.

## OUR RAP

ACN have committed to this first Reflect Reconciliation Action Plan (RAP) as a part of our broader commitment to diversity and inclusion. This RAP informs ACN's internal and external stakeholders of the steps ACN will take during the next twelve (12) months as part of our reconciliation journey.

A RAP Working Group (RAPWG) was established inaugurated on 13 February 2020, represented by:

- Chief Executive Officer (Chair)
- Manager of Leadership Development (Deputy Chair)
- Director of Policy and Advocacy
- Nurse Educator – Higher Education
- Nurse Educator – Higher Education
- Director of Academic Studies

## OUR JOURNEY TOWARDS RECONCILIATION

- Manager of ICT
- Manager of Media
- Manager of Corporate Support
- Director of Customer Experience
- Manager of Policy and Advocacy
- Manager of Education Development
- Data Quality, Information and Document Retention Manager
- Project Manager, Education

And acknowledge:

- Former Executive Director – Strategy
- Former Executive Assistant to Chief Executive Officer
- Affiliation Coordinator – previous Co-Chair
- Manager of Marketing

### RAP CHAMPION

Director of Academic Studies

Through our RAP development we have identified opportunities to learn and share information about Aboriginal and Torres Strait Islander health, history and cultures through awareness and leadership, advocacy and champions in the organisation.

ACN is affiliated with the Congress of Aboriginal and Torres Strait Islander Nurses and Midwives (CATSINaM). In collaboration with CATSINaM we have a joint position statement on the Nursing and Midwifery Board of Australia website; '*Cultural safety: Nurses and midwives leading the way for safer healthcare*' formally recognising the importance of cultural sensitivity when providing care for Aboriginal and Torres Strait Islander peoples.

In 2019, several ACN staff attended face-to-face cultural awareness training – *A brief introduction to enabling culturally safe health care* – delivered by the Chief Executive Officer of CATSINaM. All staff completed the Special Broadcasting Service (SBS) online Cultural Competence Program from 2019-2020.

Since 2002, ACN has been the fund administrator for the Puggy Hunter Memorial Scholarships Scheme (PHMSS), which is designed to encourage and assist undergraduate students in health-related disciplines to complete their studies and join the health workforce. The scheme provides scholarships for Aboriginal and/or Torres Strait Islander people studying an entry-level health course. The Australian Government established the Scheme as a tribute to the late Dr Arnold 'Puggy' Hunter's outstanding contribution to Indigenous Australians' health and his role and Chair of the National Aboriginal Community Controlled Health Organisation (NACCHO). NACCHO News – special tribute edition provides an insight to Puggy and his tireless efforts to improve Aboriginal health.

Since 2015, ACN has been a member of the Close the Gap Campaign Steering Committee working with ACN members with the aim to close the Aboriginal and Torres Strait Islander health gap. Each year ACN actively contributes to National Close the Gap Day, acknowledging it in our workplaces in Canberra and Sydney and where possible, with our members throughout Australia. ACN recognises that by working with CATSINaM and acknowledging the National Close the Gap Day we are recognising the belief that when Aboriginal and Torres Strait Islander people have a genuine say in the design and delivery of policies, programs and services that affect them, better life outcomes are achieved.



# RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Strengthen our relationship with the Congress of Aboriginal and Torres Strait Islander Nurses and Midwives (CATSINaM) on, consultations, leadership, affiliation and cultural awareness skills and knowledge.	March 2022	Manager Leadership Development
	Develop a list of Aboriginal and Torres Strait Islander peoples, communities and organisations within our local sphere of influence that we could approach to connect with on our reconciliation journey.	March 2022	Director of Customer Experience
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	March 2022	Manager Leadership Development
	Improve our existing relationships with Aboriginal and Torres Strait Islander peoples and organisations by inviting suggestions on ways to strengthen relationships and partnerships.	May 2022	Director of Academic Studies
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2022, 2023	Director Customer Experience
	RWG members to participate in one external NRW event.	May 2022, 2023	Manager Leadership Development
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	April 2022, 2023	Chief Executive Officer

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation and our RAP commitments to all staff, across the organisation.	March 2022	Manager of Media
	Identify internal and external stakeholders that our organisation can engage with on our reconciliation journey.	April 2022	Director of Customer Experience
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	May 2022	Manager Leadership Development
	Ensure our education and advocacy programs include actions and deliverables to support reconciliation.	September 2022	Manager of Education Development
	Inform policy and position statements, education and advocacy programs through our partnerships with Aboriginal and Torres Strait Islander health organisations and peak bodies; inclusive of actions and deliverables reported as part of our annual planning processes, and specifically to our Executive Leadership Team and our Board meetings.	July 2022	Director of Policy and Advocacy
4. Promote positive race relations through anti-discrimination strategies.	Consult with external providers and members on position statements and policies in areas of race relations and anti-discrimination.	June 2022	Director of Policy and Advocacy
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	March 2022	Data Quality, Information and Document Retention Manager

# RESPECT

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	October 2022	Manager of Media
	Ensure funding to support cultural awareness training at onboarding and yearly for ACN staff.	March 2022	Chief Executive Officer
	Capture data and measure our staff's current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievement.	March 2022	Nurse Educator Higher Education
	Conduct a review of cultural learning needs within our organisation.	March 2022	Manager Leadership Development
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	May 2022	Chief Executive Officer
	Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2022	Chief Executive Officer
	Implement innovative activities which focus on increasing an understanding of Aboriginal and Torres Strait Islander protocols including Acknowledgement of Country and Welcome to Country protocols.	June 2022	Director of Customer Experience
	Advise Communities of Interest, Policy Chapter Groups, and Region Chairs of the protocols regarding Acknowledgement of Country and Welcome to Country.	May 2022	Director of Policy and Advocacy
	Review and update the meaning and significance behind Acknowledgement of Country and Welcome to Country protocols (including any local cultural protocols) in regard to events, with details on when to use them.	March 2023	Manager of Policy and Advocacy



Action	Deliverable	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff of the meaning of NAIDOC Week which includes information about the local Aboriginal and Torres Strait Islander peoples and communities.	July 2022	Manager of Media
	Introduce our staff to NAIDOC Week by promoting external events and information in our local areas.	July 2022	Manager of Media
	RWG members and staff to promote and support participation in NAIDOC Week events.	July 2022	Director of Customer Experience
	Develop and implement a media strategy to promote NAIDOC Week events.	June 2022	Manager of Media
	Seek feedback from our RWG members and staff on NAIDOC Week events/activities in which they participated and report back through the weekly email to members and website, media.	August 2022	Manager Leadership Development
8. Identify and recognise Aboriginal and Torres Strait Islander dates or activities of significance.	Promote and educate staff through internal communications and support hosting events for days of celebration such as: <ul style="list-style-type: none"> <li>• Anniversary of the Government’s Apology to the Stolen Generations on 13 February</li> <li>• National Close the Gap Day on 16 March</li> <li>• National Sorry Day on 26 May 2020</li> <li>• NAIDOC Week</li> <li>• NRW</li> <li>• Sorry Day</li> <li>• Coming of the Light on 1 July</li> <li>• International Day of the World’s Indigenous Peoples on 9 August</li> <li>• Indigenous Literacy Day on 6 September</li> </ul>	March 2022	Manager of Media
	Promote dates and activities through ACN communication channels to staff, corporate partners and affiliates, members, students and other stakeholders.	September 2022	Manager of Media
	Include relevant dates in ACN events calendar for staff and on the website for members.	April 2022	Director of Customer Experience

# OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	March 2022	Manager of Corporate Support
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	January 2022	Manager of Corporate Support
	Include in all job advertisements, 'Aboriginal and Torres Strait Islander people are encouraged to apply'.	March 2022	Manager of Media
	Investigate support strategies to increase the number of Aboriginal and Torres Strait Islander people training as Nurses.	August 2022	Manager of Policy and Advocacy

Action	Deliverable	Timeline	Responsibility
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	April 2022	Director of Customer Experience
	Investigate Supply Nation membership.	March 2022	Director of Customer Experience
	Develop an understanding of the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses.	April 2022	Director of Customer Service
	Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.	May 2022	Manager of Corporate Support
	Develop an Indigenous Procurement Policy (IPP) for ACN and communicate to staff.	May 2022	Director of Customer Experience
	Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business in each regional office annually.	May 2022	Director of Customer Experience
	Consider Aboriginal and Torres Strait Islander designers (as required) for conferences and other branding.	June 2022	Director of Customer Experience
	Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses.	August 2022	Manager of Corporate Support

Action	Deliverable	Timeline	Responsibility
11. Engage and support ACN members to be more involved in Aboriginal and Torres Strait Islander health.	Engage with Aboriginal and Torres Strait Islander peoples and health organisations to be involved in Health Policy and Advocacy work at ACN.	March 2022	Director of Policy and Advocacy
	Support Aboriginal and Torres Strait Islander leadership development by providing complimentary placements at relevant events and training opportunities.	August 2022	Manager Leadership Development
	Actively encourage members to raise health issues Aboriginal and Torres Strait Islander peoples face for inclusion as appropriate/relevant in ACN Communities of Interest, Policy Chapters and advocacy work.	September 2022	Manager of Policy and Advocacy
	Provide opportunities for Aboriginal and Torres Strait Islander health organisations to be involved with ACN members through the First Nations Community of Interest (COI) and communication channels.	September 2022	Manager of Policy and Advocacy

# GOVERNANCE

Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	March 2022	Manager Leadership Development
	Establish a Terms of Reference for the RWG.	March 2022	Manager Leadership Development
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	June 2022	Chief Executive Officer
	RAP working group (RWG) oversees the development, endorsement and launch of the RAP.	March 2022	Manager Leadership Development
	RWG to meet quarterly to monitor and report on RAP implementation.	March 2022, April 2022, August 2022, December 2022, April 2023	Manager Leadership Development
	Executive Leadership Team to maintain active oversight of RAP.	February 2022	Director of Academic Studies
13. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	March 2022	Manager of ICT
	Engage senior leaders in the delivery of RAP commitments.	February 2022	Director of Academic Studies
	Define appropriate systems and capability to track, measure and report on RAP commitments.	May 2022	Manager of ICT

Action	Deliverable	Timeline	Responsibility
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2022	Director of Academic Studies
	Publicly report our RAP achievements, challenges and learnings. (Annual report)	November 2022	Manager Leadership Development
15. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2023	Chief Executive Officer

## Contact details

**Adjunct Professor Kylie Ward FACN**

Chief Executive Officer, Australian College of Nursing

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