



# Reconciliation Action Plan

October 2019 - December 2020





# Acknowledgement of Country

**The Australian Chiropractors Association would like to begin our reconciliation journey by acknowledging the Traditional Custodians of the land on which we work, meet and live. We pay our respects to Elders, past, present and future.**

Acknowledgment of RAP working group:

The RAP working group comprised of staff from the Australian Chiropractors Association (ACA) and the Chair of the Aboriginal and Torres Strait Islander, Rural and Remote Practitioner Special Interest Group (ARRP), who volunteered to participate and contribute to the ongoing role of the group within the organisation.

The current members are:

- Dr Joan Van Rotterdam – Chair ARRP Special Interest Group
- Mrs Shelly-Ann Cornell – ACA Western Region Manager

- Mrs Linda Smith – ACA Northern Region Manager
- Ms Glynis Grace – ACA Professional Services Manager
- Mrs Joanne Servaas – ACA Western Region Membership Engagement & Support Officer

Thank you to the ACA's graphic artist, Matthew Gray, for transforming the RAP into such a vibrant and beautiful document.

The ACA wishes to thank all contributors involved in the development of this Reconciliation Action Plan.

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## About the Art:

Wayne Krause is a Wiradjuri man of the Parjong (Fish River) people. Wayne has been painting since 1992, focussing primarily for the past 20 years on painting traditional cultural stories. Members of the ACA's Aboriginal and Torres Strait Islander and Rural and Remote Practitioner Committee feel privileged to have

been able to work with Wayne commissioning this extraordinary artwork. The artwork was created in 2019 in Wollombi, NSW, and is representative of chiropractic as a hands on profession, committed to working and coming together to achieve health and healing as part of the reconciliation journey.



# Message from Reconciliation Australia



Reconciliation Australia is delighted to welcome the Australian Chiropractors Association (ACA) to the Reconciliation Action Plan (RAP) program and to formally endorse its inaugural Reflect RAP.

As a member of the RAP community, ACA joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their

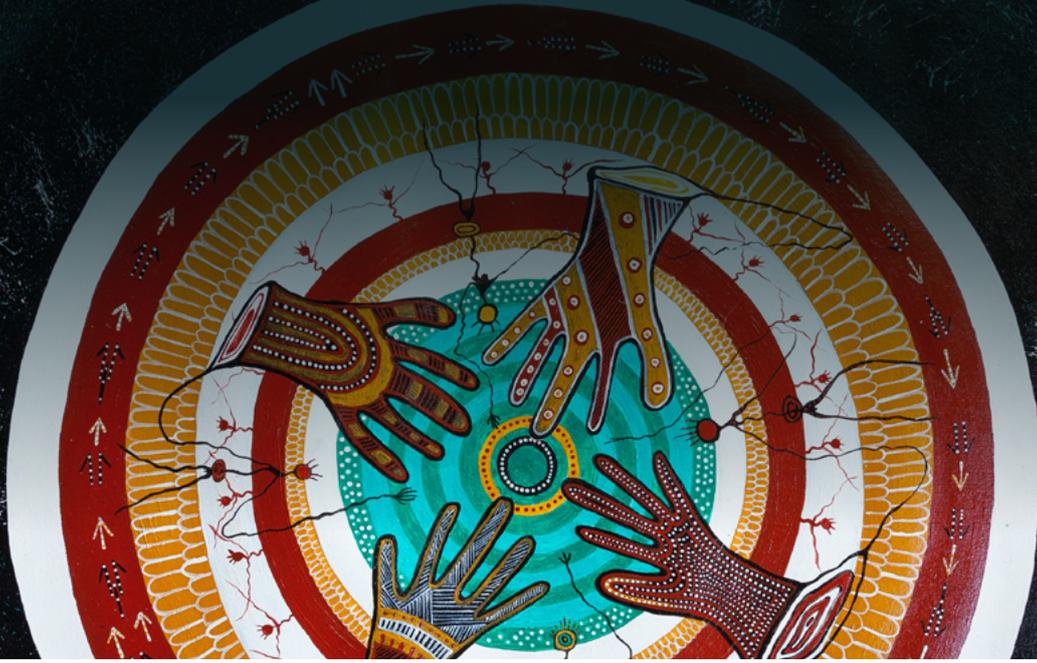
spheres of influence. This Reflect RAP provides ACA a roadmap to begin its reconciliation journey. Through implementing a Reflect RAP, ACA will lay the foundations for future RAPs and reconciliation initiatives.

We wish ACA well as it takes these first critical steps in its reconciliation journey. We encourage the organisation to embrace this journey with open hearts and minds, to grow from the challenges, and to build on the successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

*“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”*

On behalf of Reconciliation Australia, I commend ACA on its first RAP, and look forward to following its ongoing reconciliation journey.

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



**Adj Assoc Prof  
Matthew Fisher**  
ACA CEO

# ACA CEO Message

As a peak body, the Australian Chiropractors Association (ACA) has a responsibility to contribute to discussions on Australia's health and to lead the profession on social justice and equity issues. The ACA supports Closing the Gap for health equality. The ACA seeks health equality through the adequate resourcing for health and in genuine partnership with Aboriginal and Torres Strait Islander people and organisations. As a profession, the ACA seeks an Australian society that values and recognises

Aboriginal and Torres Strait Islander cultures, knowledge, connection to land, and ways of healing. This includes a society that is free of institutional racism and where justice and healing has occurred through acknowledgment and acceptance of the wrongs of the past and their intergenerational effects. The ACA acknowledges our responsibility to ensure all Australians participate equally and equitably in all areas of life and that the profession is culturally safe in our contribution towards reconciliation in Australia.



# The ACA's Vision for Reconciliation

The core vision of the Australian Chiropractors Association is for more Australians to value and experience chiropractic care for their health and wellbeing. The ACA is committed to contributing to the national effort to Close the Gap between Aboriginal and Torres Strait Islander and non-

Aboriginal and non-Torres Strait Islander health and well-being. In line with our purpose, vision, mission and values, we will support the development of public health policy that will Close the Gap. Consistent with these visions and commitments, the ACA's vision for reconciliation is to see

an increase in Aboriginal and Torres Strait Islander peoples graduating as chiropractors; the improvement of access to chiropractic care for Aboriginal and Torres Strait Islander peoples; and to see the achievement of improved health outcomes and equitable access for all Australians.



# Sphere of Influence

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As the peak body representing chiropractors, the ACA's sphere of influence extends to chiropractic practitioners, researchers, educators and educational institutions, government and regulators, third party insurers and the community. Within this sphere our vision is for:

**Practitioners** – to make an impact through improved cultural competencies, commitment to improved access to care and community education.

**Education** – to encourage

educators and institutions to ensure cultural competency of all graduates; to encourage participation in rural and community outreach programs providing service to Aboriginal and Torres Strait Islander communities; and to educate and inspire more Aboriginal and Torres Strait Islander peoples to enter the chiropractic profession.

**Research** – to encourage and facilitate chiropractic research that supports the improvement of health

outcomes for Aboriginal and Torres Strait Islanders peoples.

**Access** – to support and improve access to chiropractic care to marginalised communities.

**Relationships** – to encourage two-way education between communities and practitioners at a local and regional level, to improve understanding, respect and utilisation of chiropractic services.

# Our Business

The Australian Chiropractors Association (ACA) is the leading voice for chiropractors in Australia, a member-centric organisation actively working to further the profession of chiropractic. Our intent is to improve the health of all Australians.

Employing 21 staff Australia-wide, the ACA head office is located in Parramatta, Sydney, on the traditional lands of the Darug people. Regional offices are located in Melbourne, on the traditional lands of

the Boon Wurrung and Woiwurrung (Wurundjeri) peoples of the Kulin Nation, Nedlands, Perth, on the traditional lands of the Noongar people, the Gold Coast on the traditional lands of the Yugambeh people and Adelaide on the traditional lands of the Kaurna people. Currently, no ACA staff identify as Aboriginal or Torres Strait Islander people.

The ACA is a national organisation who bases its direction on professionalism in thought, action and outcome and is

committed to acting as the strongest advocate for the chiropractic profession, playing an integral role in promoting the issues that affect chiropractors and the health of Australians. We work with government and other stakeholders to influence health policy for the future, to promote neuro-musculoskeletal health outcomes to the community at large and to ensure that Australians appreciate the benefits of chiropractic and its importance for their health overall.

## Our Purpose

Our purpose is to ensure that more Australians experience the benefits of chiropractic care for their health and well-being.

## Our Vision

More Australians value and experience chiropractic care for their health and wellbeing.

## Our Mission

Supporting chiropractors, Enhancing health

## Our Values

- **Support** – teamwork, progressive, collaborative
- **Accountability** – transparent, responsibility
- **Integrity** – inclusive, respect, ethical
- **Leadership** – professionalism, collaborative, representative, progressive



# Our RAP

In the past 12 months, the Australian Chiropractors Association has undergone as strategic structural change, moving from a federated structure of individual entities, to one, truly national association. It has been a desire for some time for many of the Association's leadership, staff and membership to see the Association develop a Reconciliation Action Plan, and to start our Reconciliation Journey.

To date, there have been important contributions by the chiropractic profession and the association aimed at improving access for Aboriginal and Torres

Strait Islander peoples to chiropractic care and to support the increase of the Aboriginal and Torres Strait Islander practitioners in the profession. To strengthen the achievement of these endeavours, it is hoped that a Reconciliation Action Plan will improve the coordination of these efforts.

As a restructured Association, we are at the beginning of many new journey's, one of which is Reconciliation, where we are committed to laying the Reconciliation foundations of relationships, respect and opportunities.

As an Association, our

Aboriginal and Torres Strait Islander, Rural and Remote Practitioner Special Interest Group (ARRP), will continue to work with staff and board to raise awareness and support among staff and members of both the ACA's Reconciliation Action Plan and our commitment to improving access to chiropractic care for Aboriginal and Torres Strait Islander peoples.

The reflect RAP will allow the ACA to develop the internal structure, platform and governance to support our vision for reconciliation and our commitment to Closing the Gap.



# Our Partnerships/ Current Activities

The development and implementation of an engaged and productive Aboriginal and Torres Strait Islander, Rural and Remote Practitioner Special Interest Group (ARRP), is an achievement that has been realised by the newly restructured ACA. The primary purpose of the group is to advocate on behalf of the ACA and the profession with regards to its role in Aboriginal and Torres Strait Islander and rural and remote health. The committee comprises of a diverse range of practitioners, academics and staff, with members representing the

Association on the National Rural Health Alliance, Allied Health Professions Australia, Hands on Health and University Outreach programs. The role of the group is to advise the ACA board and staff on a wide range of issues, initiatives in Aboriginal and Torres Strait Islander health and rural and remote healthcare, in addition to advising on Aboriginal and Torres Strait Islander reconciliation, cultural awareness and the delivery of chiropractic care to Aboriginal and Torres Strait Islander and rural and remote communities. Additionally, all ACA

members who are working in rural and remote areas automatically become part of the ACA's ARRP network. This structure provides the ACA with a dedicated focus on indigenous health through the development of relationships, respect and opportunities.

The Australian Chiropractors Association is proud to be a signatory to the statement of intent between Indigenous Allied Health Australia (IAHA) and Allied Health Professions Australia (AHPA) and its member organisations, to improve

Aboriginal and Torres Strait Islander health and wellbeing.

The ACA has a strong relationship with Indigenous Allied Health Australia (IAHA), the national not-for-profit Aboriginal and Torres Strait Islander allied health organisation, who are a key partner in the selection and support of the successful candidate of The Australian Chiropractors Association (ACA) National Study Grant Scheme (ACANSS). The ACANSS is available to Aboriginal and/or Torres Strait Islander people who are studying a chiropractic course at an Australian University. This ACA initiative is designed to encourage and assist Aboriginal and Torres Strait Islander students in chiropractic to complete their studies and join the health workforce.

The ACA is a member of the National Rural Health Alliance, made up of 37

national organisations representing health consumers, health care professionals, service providers, health educators, students and the Indigenous health sector. The Alliance collects and shares information, determines key issues that affect health and wellbeing in rural and remote areas, and provides advice and evidence to governments, educational and research institutions, and other professional bodies. The chair of the ACA's ARR group sits on the Council of the National Rural Health Alliance to provide a chiropractic voice in this forum.

A close relationship exists between the Australian Chiropractic Association and Hands on Health Australia. Hands on Health Australia offers allied and complementary health services to the sick, unemployed, disabled,

aged and disadvantaged. The ACA supports Hands On Health through the sponsorship and publicisation of outreach programs. Hands On Health has a number of Indigenous programmes of which many of the ACA's members and student members participate in.

The ACA is proud to partner with chiropractic university programs to provide funding, publicisation and support for numerous student outreach programs, including the St. Patricks community support centre – aboriginal health outreach. The ACA is committed to increasing the profile of chiropractic within these programs and facilitating student opportunities to participate in Aboriginal and Torres Strait Islander health initiatives.

# Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> <li>Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.</li> </ul>	31 October 2019	Policy Manager Regional Managers
	<ul style="list-style-type: none"> <li>Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	31 October 2019	Professional Services Director
	<ul style="list-style-type: none"> <li>Identify champions within the ACA membership who have existing relationships and partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	31 December 2019	Regional Managers ARRP committee
2. Discover membership relationships and opportunities related to our core business and vision for reconciliation	<ul style="list-style-type: none"> <li>Discover and document those members of the ACA including students, that identify as Aboriginal and Torres Strait Islander peoples through the renewal and application process.</li> </ul>	31 October 2019 & 2020	ACA Membership Team
	<ul style="list-style-type: none"> <li>Identify members who are working in communities, organisations and initiatives that align with the ACA's RAP goals.</li> </ul>	31 October 2019	ARRP committee Regional Managers CEO
3. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to ACA staff, the ACA board and Regional Committees in all jurisdictions.</li> </ul>	April, Annually	MarComs
	<ul style="list-style-type: none"> <li>RAP Working Group members to participate in an external NRW event.</li> </ul>	27 May- 3 June, Annually	RAP working group
	<ul style="list-style-type: none"> <li>Allocate resources and encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> </ul>	27 May- 3 June, Annually	Leadership team
	<ul style="list-style-type: none"> <li>Promote NRW to members of the ACA and direct to Reconciliation Australia's NRW resources and reconciliation materials for use in their own businesses.</li> </ul>	May, Annually	Leadership team

4. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> <li>Promote NRW to members of the ACA and direct to Reconciliation Australia's NRW resources and reconciliation materials for use in their own businesses.</li> </ul>	May, Annually	Leadership Team
	<ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation to all staff. RAP Launch.</li> </ul>	October 2019	CEO
	<ul style="list-style-type: none"> <li>Develop and implement a plan to raise awareness across the organisation about our RAP commitments.</li> </ul>	October 2019	ARRP – staff members
	<ul style="list-style-type: none"> <li>Engage the ACA board and leadership team in the delivery of our RAP and the cultural significance that surrounds it.</li> </ul>	October 2019	ARRP – staff members / chair, CEO
	<ul style="list-style-type: none"> <li>Identify external stakeholders that our organisation can engage with on our reconciliation journey.</li> </ul>	30 November 2019	ARRP – staff members
	<ul style="list-style-type: none"> <li>Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.</li> </ul>	30 November 2019	ARRP – staff members
	<ul style="list-style-type: none"> <li>Raise external awareness of our RAP</li> </ul>	Review December 2019	MarComs Regional and Policy Managers, CEO
	<ul style="list-style-type: none"> <li>Launch the ACA's RAP with the membership at the annual conference</li> </ul>	October 2019	Board / CEO, Chair ARRP, MarComs
	<ul style="list-style-type: none"> <li>Promote the ACA's RAP journey in the Australian Chiropractor</li> </ul>	Feature October 2019 & November 2019  Ongoing Updates January and December 2020	Board / CEO, Chair ARRP, MarComs
<ul style="list-style-type: none"> <li>Promote the ACA's RAP via video messaging</li> </ul>	31 January 2020	MarComs	
5. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> <li>Research best practice and policies in areas of race relations and anti-discrimination.</li> </ul>	30 November 2019	Professional Services
	<ul style="list-style-type: none"> <li>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> </ul>	31 January 2020	CEO External HR consultant
6. Support ACA members in engaging with Aboriginal and Torres Strait Islander health policy development	<ul style="list-style-type: none"> <li>Actively encourage members to raise Aboriginal and Torres Strait Islander health issues for inclusion in ACA advocacy work</li> </ul>	November 2019 ongoing review January and June 2020	CEO, Regional Managers, Policy Manager, Professional Services
	<ul style="list-style-type: none"> <li>Provide opportunities for Aboriginal and Torres Strait Islander communities, health teams and organisations (eg Hands on Health) to share issues and work with the wider ACA membership as needed.</li> </ul>	Review December 2019 and December 2020	ARRP, Regional Managers

# Respect

Action	Deliverable	Timeline	Responsibility
7. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> <li>Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.</li> </ul>	March 2020	Committee to advise CEO
	<ul style="list-style-type: none"> <li>Conduct a review of cultural learning and training (cultural competency) needs within our organisation.</li> </ul>	31 December 2019	Professional Services Ken Hayward - consultant
	<ul style="list-style-type: none"> <li>Prepare a proposal for the ACA board to earmark funding to support cultural competency training for staff and board and cultural competency resources for members.</li> </ul>	28 February 2020	ARRP, CEO, Finance Director
	<ul style="list-style-type: none"> <li>Communicate and encourage staff to use the Reconciliation Australia's Share our Pride online tool.</li> </ul>	October 2019 Review January 2020	Western & Northern Region Managers All staff
8. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> <li>Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.</li> </ul>	31 October 2019	RAP Sub-Committee ARRP, Regional Manager's Reconciliation Australia
	<ul style="list-style-type: none"> <li>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	31 December 2019	Professional Services, Regional Managers
	<ul style="list-style-type: none"> <li>Develop guidelines for the acknowledgement of country within ACA organisational activity.</li> </ul>	31 October 2019	Western & Northern Region Managers
9. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> <li>Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.</li> </ul>	15 June 2020	MarComs
	<ul style="list-style-type: none"> <li>Introduce our staff to NAIDOC Week by promoting external events in our local area.</li> </ul>	15 June 2020	MarComs
	<ul style="list-style-type: none"> <li>Highlight NAIDOC week events through ACA communications channels.</li> </ul>	June / July each year	MarComs
	<ul style="list-style-type: none"> <li>Allocate resources for the RAP Working Group to participate in an external NAIDOC Week event.</li> </ul>	First week in July 2020	CEO, Finance Director

10. Work with key stakeholders to build respect for Aboriginal and Torres Strait Islander Cultures and histories	<ul style="list-style-type: none"> <li>Work with educational institution stakeholders to facilitate cultural competency integration as part of course requirements.</li> </ul>	31 December 2020	Professional Services Regional Managers
	<ul style="list-style-type: none"> <li>Work with educational providers to provide outreach opportunities for student practitioners that assist in building cultural awareness and competencies.</li> </ul>	31 December 2020	ARRP (advisory) Professional Services Regional Managers
	<ul style="list-style-type: none"> <li>Support the professions accreditation body (CCEA) in requiring cultural competency training as a standard for all chiropractic educational programs.</li> </ul>	31 December 2020	CEO Professional Services ACA Board
11. Acknowledge that understanding reconciliation and building cultural capability within the ACA is an ongoing journey.	<ul style="list-style-type: none"> <li>Adopt a continuous improvement approach to building cultural capability within the ACA.</li> </ul>	Ongoing Review December 2019 & 2020	Leadership Team, CEO, ACA Board
	<ul style="list-style-type: none"> <li>Research ways to measure improvements to cultural capability within the organisation</li> </ul>	30 June 2020	Professional Services, Cultural Competency Consultant

## Opportunities

Action	Deliverable	Timeline	Responsibility
12. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> <li>Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.</li> </ul>	31 March 2020	CEO, Finance Director
	<ul style="list-style-type: none"> <li>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</li> </ul>	31 December 2019	CEO, Finance Director
13. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> <li>Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.</li> </ul>	31 March 2020	CEO, Finance Director
	<ul style="list-style-type: none"> <li>Investigate Supply Nation membership.</li> </ul>	30 June 2020	Finance Director Professional Services
14. Actively work to increase numbers of Aboriginal and Torres Strait Islanders entering the chiropractic profession.	<ul style="list-style-type: none"> <li>Investigate ACA's capacity to provide increased scholarships for Aboriginal and Torres Strait Islander students.</li> </ul>	28 February 2020	CEO, Finance Director, ACA Board
	<ul style="list-style-type: none"> <li>Investigate ways to effectively promote chiropractic as a desirable profession within Aboriginal and Torres Strait Islander communities.</li> </ul>	31 December 2020 ongoing	ARRP

# Governance

Action	Deliverable	Timeline	Responsibility
15. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Form a RWG to govern RAP implementation.	Annual Conference, October 2019	ARRP
	• Draft a Terms of Reference for the RWG.	31 October 2019	Company Secretary, ACA Board CEO
	• Establish Aboriginal and Torres Strait Islander representation on the RWG.	31 October 2019	ARRP CEO Board
16. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	31 December 2019	ARRP
	• Engage senior leaders in the delivery of RAP commitments.	31 October 2019 Ongoing	Board CEO LT
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	30 November 2019	Northern Region Manager
17. 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.	30 September 2020 Annually	ARRP - staff members, RAP lead
	• Develop internal reporting mechanism to measure the progress of the ACA's RAP and to help identify any activity or resource gaps in the ACA'S RAP.	31 October 2019	Northern Region Manager
18. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	September 2020	ARRP – staff members



**AUSTRALIAN  
CHIROPRACTORS  
ASSOCIATION**

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