



Innovate Reconciliation Action Plan

June 2022 - June 2024



AUSTRALIAN
CHIROPRACTORS
ASSOCIATION



RECONCILIATION
ACTION PLAN

INNOVATE

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.



About the Artist/Artwork:

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.



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Message from Reconciliation Australia



Karen Mundine

Chief Executive Officer
Reconciliation Australia

Reconciliation Australia commends the Australian Chiropractors Association on the formal endorsement of its Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for the Australian Chiropractors Association to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders. By investigating and understanding the integral role it plays across its sphere of influence, the Australian Chiropractors Association will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling

staff to contribute to this process, as well.

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. The Australian Chiropractors Association is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action. Implementing an Innovate RAP signals the Australian Chiropractors Association's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations the Australian Chiropractors Association on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Message from ACA President



Dr David Cahill
ACA President

Reconciliation Australia defines the four stages of the reconciliation journey as reflect, innovate, stretch and elevate. The Australian Chiropractor's Association moves into the second stage of this journey with its Innovate RAP, whereby it is gaining a deeper understanding of its sphere of influence. There is a focus on developing and strengthening relationships with Aboriginal and Torres Strait Islander people.

The ACA fosters a healthcare environment of equality and

respect, where all people feel culturally safe in accessing chiropractic care. A growing understanding of Aboriginal and Torres Strait Islander healing culture informs the developing and piloting of innovative strategies to empower Aboriginal and Torres Strait Islander people to fully engage with the chiropractic profession, both to enjoy the benefits, and to help lead the journey.

A handwritten signature in white ink, appearing to read 'D. Cahill', positioned below the text.

The ACA's Vision for Reconciliation

The ACA's vision for reconciliation is to see improved health outcomes and participation in health decision making by Aboriginal and Torres Strait Islander peoples and communities. Our goal is to see an increase in Aboriginal and Torres Strait Islander people 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.

To achieve this, the ACA undertakes to work constructively with Aboriginal and Torres Strait Islander communities,

Aboriginal and Torres Strait Islander Medical and Community Health Services, Government and Health Departments to both produce appropriate and culturally sensitive educational material and to address inequity of access to chiropractic services. There is significant work to be done, particularly in areas of health education, including understanding chiropractic and its health benefits and in social justice areas, such as financial inequity, which are primary contributors to low levels of access to chiropractic care. It is our vision to improve access to services others broadly enjoy.

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 appropriately to the national effort to Close the Gap between Aboriginal and Torres Strait Islander and non-Indigenous health and well-being. In line with our purpose, vision, mission, and values, we will support the development of public health policy that will support improved health outcomes and decrease health inequity.

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 16 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, and Brisbane, on the Traditional Lands of the Yugambeh people. Currently, no ACA staff identify as Aboriginal and /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

Sphere of Influence

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 Islander 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 RAP

The Innovate Reconciliation Action Plan (RAP), our second RAP in the ACA's reconciliation journey, will build upon the strategic plans and activities delivered by the Reflect RAP. It is a guiding document that articulates our commitment to reconciliation. It will enable us to make further progress toward reconciliation and assist us and our members in growing and strengthening our relationship with Aboriginal and Torres Strait Islander communities.

In 2018, the Australian Chiropractors Association underwent a strategic structural change, moving from a federated structure of individual entities, to one, truly national association. A priority for the newly restructured Association was to articulate our commitment to reconciliation in Australia by developing our first ever Reconciliation Action Plan.

In October 2019 the Australian Chiropractors Association launched our first RAP, the

Reflect RAP to members at the Annual National Conference in Melbourne. Over the past 2 years, the Aboriginal and Torres Strait Islander Rural and Remote Practitioner Network, supported by ACA staff and Board, have worked diligently to fulfil the commitment of the RAP and to Champion reconciliation in our sphere of influence.

Having one, united, strong voice for the profession has supported strong engagement from the chiropractic profession in Reconciliation and subsequent engagement and participation in education and outreach initiatives.

During COVID, the biggest challenge faced for the ACA was the inability to engage at in person events with members, stakeholders, and partners to implement some of the activities planned, including cultural competence training, information stands and participation in ACA seminars and events. Despite the challenge posed by limited

opportunities and in-person events, the ACA team maximised all opportunities to participate in online forums, educational webinars and encouraged members to do the same by promoting NAIDOC week, National Reconciliation Week and adhoc events and trainings.

There were successes thanks to the implementation of our first RAP, including educating and bringing awareness to the issue of reconciliation and shining a spotlight on the marked difference in health and life expectancy outcomes for Aboriginal and Torres Strait Islander peoples to members and our wider sphere of influence. We have learnt that meaningful change requires a shift in the way we think, plan, act, and work. It will take time and commitment to continue to build upon the RAP pillars of relationships, respect, and opportunities. Our next RAP will include new strategies based on these learnings.



Launch of RAP at
ACA Conference 2019



Smoking ceremony at
ACA Conference 2019



Welcome to Country at ACA Cultural
Competency Training day 2022



Ken Hayward playing the didgeridoo at ACA Cultural Competency Training day 2022



ACA funded Tom Price Outreach Program



Dr William (Bill) Hayward awarded John A Sweeney AM Chiropractor of the Year Award for 2021

Progressing Our Commitment with the Innovate RAP

The chiropractic profession and the association continue to make important contributions aimed at improving access for Aboriginal and Torres Strait Islander peoples to chiropractic care and to support the increase of Aboriginal and Torres Strait Islander practitioners in the profession. To strengthen the achievement of these endeavours, the Innovate Reconciliation Action Plan will improve the coordination of these efforts by developing the internal structure, platform and governance to support our vision for reconciliation and our commitment to improved health outcomes for Aboriginal and Torres Strait Islander peoples.

The Innovate RAP will progress the ACA's development of a Cultural

Competency Program that will support the development of practitioner cultural awareness so that chiropractors understand how to provide effective and safe care that meets the individual health care needs of Aboriginal and Torres Strait Islander patients in a way that maintains the patients personal, social, and cultural identity.

Internally, Northern Region Manager, Mrs Linda Smith, has championed the ACA's Reconciliation Action Plan and has driven staff awareness and engagement with the RAP and any RAP activity. This role has been supported by the CEO, Dr Matthew Fisher, Western Region Manager Mrs Shelly-Anne Cornell, and the broader Operational

Leadership Team of the ACA. Moving forward, Western Region Manager, Mrs Shelly-Anne Cornell will take on the role of RAP champion with the ACA leadership team and the ARRPN committee playing a supportive and consultative role.

As an Association, our Aboriginal and Torres Strait Islander Rural and Remote Practitioner Special Interest Committee (ARRPN), 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.

Acknowledgment of RAP working group

The RAP working group comprises of members of the Aboriginal Rural and Remote Practitioner Committee. Within the working group is the RAP implementation team comprising of two senior staff from the Australian Chiropractors Association (ACA) and the Chair of the Aboriginal and Torres Strait Islander, Rural and Remote Practitioner Special Interest Group (ARRPN), all of whom volunteered to participate and contribute to the development and implementation of the RAP within the organisation.

The current members of the RAP implementation team are:

- Dr William (Bill) Hayward – Chair ARRPN Special Interest Group
- Mrs Shelly-Anne Cornell – ACA Western Region Manager, RAP Coordinator
- Mrs Robyn Cummings – ACA Northern Region Manager

In addition to the implementation team, the RAP working group members are:

- Dr Lyndon Woods (WA)
- Dr Michael Shobbrook (ACT)
- Dr Adam Carter (NSW)
- Dr Kevin Schwager (NSW)
- Dr Angela Todd (VIC)
- Dr Clare Halpin (VIC)

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



Dr William (Bill) Hayward



Mrs Shelly-Anne Cornell (ACA Western Region Manager)



Mrs Robyn Cummings (ACA Northern Region Manager)



Dr Lyndon Woods (WA)



Dr Michael Shobbrook (ACT)



Dr Adam Carter (NSW)



Dr Kevin Schwager (NSW)



Dr Angela Todd (VIC)



Dr Clare Halpin (VIC)

Our Partnerships & Current Activities

- 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 ARRP group sits on the Council of the National Rural Health Alliance to provide a chiropractic voice in this forum.
- The Chair of the ARRPN Committee is a member Services for Australian Rural and Remote Allied Health (SARRAH), on behalf of the ACA
- 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

The Australian Chiropractors Association recognises the importance of growing and developing relationships and connections with Aboriginal and Torres Strait Islander peoples and communities. Effective and respectful relationships with Aboriginal and Torres Strait Islander peoples, including understanding culture and needs are fundamental to achieving improved health outcomes.

Our core vision is for more Australians to value and experience chiropractic care for their health and wellbeing. We believe that improving access to culturally safe chiropractic care can contribute to improving the health outcomes of Aboriginal and Torres Strait Islander peoples.

We can only do this successfully by working in partnership.

Relationships with our members, employees and stakeholders are founded on mutual respect. Given the health disparity and poorer health outcomes for Aboriginal and Torres Strait Islander peoples, we are committed to working together effectively to support Closing the Gap initiatives and policies and to promote Aboriginal and Torres Strait Islander health equality.

Focus area:

Leadership is a core value of the ACA strategic direction. As an Association, we are conscious of the leadership we provide to the chiropractic profession as the peak representative body. The ACA strives to lead with professionalism, respect, collaboration, and representation. Leading by example to build respectful and collaborative relationships with Aboriginal and Torres Strait Islander communities and peoples is fundamental to ensuring that our members and the wider chiropractic profession understand the need to build respectful and collaborative relationships in their local communities. Working in partnership is vital to deliver culturally safe care, to improve both access to chiropractic care and health outcomes for Aboriginal and Torres Strait Islander patients.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	January 2023	CEO
	• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2023	RAP Coordinator
	• Work with Aboriginal and Torres Strait Islander leaders in the profession to develop practitioner cultural support groups to create a cultural network for Aboriginal and Torres Strait Islander employees, students and members.	June 2023	ARRPN Chair
	• Conduct an Annual assessment of internal and external activities, support, and engagement with Aboriginal and Torres Strait Islander stakeholders to identify priority areas and requirements for additional support and engagement.	January 2023, 2024	ARRPN Chair
2. Discover membership relationships and opportunities related to our core business and vision for reconciliation	• Create capability for the ACA to understand how many members, including students, identify as Aboriginal and Torres Strait Islander peoples through the membership renewal and application processes.	July 2022, 2023	Membership Manager
3. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to ACA staff, the ACA board, and Regional Committees in all jurisdictions.	May 2023, 2024	Board Secretary
	• RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2023, 2024	RAP Coordinator
	• Allocate resources and encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2023, 2024	CEO
	• Promote NRW to members of the ACA and direct to Reconciliation Australia's NRW resources and reconciliation materials for use in their own businesses.	27 May 2023, 2024	Marketing Communications Manager

	<ul style="list-style-type: none"> Communicate our commitment to reconciliation and NRW publicly through ACA social and other media channels. 	27 May - 3 June 2023, 2024	Marketing Communications Manager
	<ul style="list-style-type: none"> Organise at least one NRW event each year. 	27 May - 3 June 2023, 2024	RAP Coordinator
	<ul style="list-style-type: none"> Register all our NRW events on Reconciliation Australia's NRW website. 	14 May 2023, 2024	RAP Coordinator
4. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce. 	December 2022	RAP Coordinator
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly through ACA social and other media channels. 	27 May - 3 June 2023, 2024	Marketing Communications Manager
	<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. 	June 2024	CEO
	<ul style="list-style-type: none"> Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation. 	June 2024	ARRPN Chair
	<ul style="list-style-type: none"> Identify members who are working in communities, organisations and initiatives that align with the ACA's RAP goals. 	June 2023	Western Region Manager
	<ul style="list-style-type: none"> Ensure the importance of the ACA's RAP is recognised and understood by the chiropractic profession through webinars, communications channels and advocacy. 	June 2024	Marketing Communications Manager
	<ul style="list-style-type: none"> Promote the ACA's RAP journey in the Australian Chiropractor. 	May 2023, 2024 and December 2022, 2023	Marketing Communications Manager
	<ul style="list-style-type: none"> Promote the ACA's RAP via video messaging. 	July 2022	Marketing Communications Manager
5. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	June 2023	HR Manager
	<ul style="list-style-type: none"> Develop, implement, and communicate an anti-discrimination policy for our organisation. 	June 2023	HR Manager
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. 	June 2023	HR Manager
	<ul style="list-style-type: none"> Educate senior leaders on the effects of racism. 	June 2023	CEO

The ACA respects and embraces Aboriginal and Torres Strait Islander ethos, cultures, knowledge and connection to land and sea. We respect Aboriginal and Torres Strait Islander knowledge and ways of healing.

Chiropractors embrace the Aboriginal and Torres Strait Islander principle of walking softly on the earth, and the critical importance of sustainability in healthcare planning and service provision. We recognise that the shared journey involves cultural and ecological 'awareness', 'competence', 'sensitivity', 'safety', and 'curiosity' in an attitude of humility as we learn from Aboriginal and Torres Strait Islander people as Custodians of this Country.

The ACA understands that cultural respect is integral to the social, emotional, and physical health and wellbeing of Aboriginal and Torres Strait Islander peoples. We know that working with the chiropractic profession to build a strong level of cultural awareness and sensitivity is an important step if we are to achieve the ACA's vision for reconciliation.

Focus area:

Integrity is a core value of the ACA's strategic direction. Integrity is underscored by a commitment to be inclusive, respectful and ethical. Integrity and respect will be at the forefront of the Advocacy and Public Engagement that the ACA undertakes to promote the benefits of chiropractic care and other positive health behaviours to achieve the ACA's vision for reconciliation.

Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	• Conduct a review of cultural learning needs within our organisation.	June 2022	RAP Coordinator Professional Services Manager
	• Consider a variety of modes of learning to utilise in the delivery of cultural learning within the ACA. (eg. In person, online or cultural immersion)	June 2022	RAP Coordinator
	• Prepare a proposal for the ACA board to earmark funding to support cultural competency training for staff, board and heads of all committees and cultural competency resources for members.	July 2022	RAP Coordinator
	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	July 2022	ARRPN Chair RAP Coordinator
	• Develop, implement and communicate a cultural learning strategy for our staff.	July 2022	CEO
	• Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	December 2022	CEO
	• Ensure induction for new board members includes information about the ACA's RAP and the provision of cultural learning opportunities available for all board and staff.	October 2022, 2023	Company Secretary
	• Ensure induction training for new staff includes information about the ACA's RAP and the provision of cultural learning opportunities available for all staff.	June 2023	HR Manager or delegate
	• Develop a cultural resource library that is available to all board, committees, staff members, and members.	December 2023	RAP Coordinator
	• Work with educational providers to provide outreach opportunities for student practitioners that assist in building cultural awareness and competencies.	December 2023	Regional Managers- responsibility for each region (North, South, East and West)
	• Support the professions accreditation body (CCEA) in requiring cultural competency training as a standard for all chiropractic educational programs.	December 2023	CEO
	• Research ways to measure improvements to cultural capability within the organisation	June 2023	Professional Services Manager

7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	July 2022	RAP Coordinator
	<ul style="list-style-type: none"> Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. 	July 2022	RAP Coordinator
	<ul style="list-style-type: none"> Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. 	June 2024	Events Coordinator
	<ul style="list-style-type: none"> Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. 	June 2024	RAP Coordinator
	<ul style="list-style-type: none"> Ensure all staff are utilising meeting agenda and minutes templates to deliver an Acknowledgement of Country at the commencement of board and committee meetings. 	July 2022	RAP Coordinator
	<ul style="list-style-type: none"> Make the ACA a more culturally welcoming environment by displaying Aboriginal Artwork in the foyer / entry of our National Head Office and member facing regional offices. 	June 2022	Marketing Communications Manager
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Allocate resources for the RAP Working Group to participate in an external NAIDOC Week event. 	First week July 2022, 2023	CEO
	<ul style="list-style-type: none"> Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. 	June 2022, 2023	HR Manager or delegate
	<ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events to all staff. 	First week in July 2022, 2023	RAP Coordinator
	<ul style="list-style-type: none"> Highlight NAIDOC week events through ACA communications channels 	July 2022, 2023	Marketing Communications Manager

The ACA strives to be an inclusive organisation and recognises that having people with diverse skills, experience and backgrounds helps to create a healthy culture. Inclusiveness is an asset, and the ACA aims to facilitate and provide accessible and equitable opportunities.

In the broader workforce, the ACA is committed to ensuring equitable opportunities are provided to Aboriginal and Torres Strait Islander peoples seeking to train as chiropractors or seeking to be employed in the chiropractic profession.

We aim to create opportunities and support policies that will improve access to chiropractic care for Aboriginal and Torres Strait Islander peoples and that will contribute to the achievement of improved health outcomes for Aboriginal and Torres Strait Islander people.

Focus area:

Opportunities for staff, members, Aboriginal and Torres Strait Islander peoples and communities aligns with the **Advocacy, Leadership and Member Service** pillars of the ACA strategic directions by providing and encouraging an organisational and professional culture of engagement, to provide the highest quality knowledge, resources, and research.

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	July 2022	HR Manager
	• Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	December 2022	CEO
	• Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	December 2023	HR Manager
	• Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June 2024	HR Manager
	• Include in all job advertisements, 'Aboriginal and Torres Strait Islander peoples are encouraged to apply'.	June 2024	HR Manager
	• Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2023	HR Manager
	• Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	June 2024	HR Manager
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	June 2023	RAP Coordinator
	• Investigate Supply Nation membership.	December 2022	RAP Coordinator
	• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	March 2023	RAP Coordinator
	• Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	March 2023	Finance Manager
11. Create pathways for Aboriginal and Torres Strait Islander voices to be embedded into the ACA	• Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	June 2024	Business Dev Manager
	• Incorporate Aboriginal and Torres Strait Islander speakers and content in the ACA's CPD program, podcasts and resources	June 2024	RAP Coordinator

	<ul style="list-style-type: none"> Approach Aboriginal and Torres Strait Islander members to author articles for the Australian Chiropractor and participate in member podcasts and webinars. 	July 2022, 2023	ARRPN Chair
	<ul style="list-style-type: none"> Approach members who work in Aboriginal and Torres Strait Islander communities to publish case studies relating to Aboriginal and Torres Strait Islander Health. 	December 2023	ARRPN Chair
	<ul style="list-style-type: none"> Review and update the ACA's Policy on Aboriginal and Torres Strait Islander Health 	July 2022	ARRPN Chair
12. Actively work to increase the numbers of Aboriginal and Torres Strait Islander peoples entering the chiropractic profession.	<ul style="list-style-type: none"> Investigate ACA's capacity to provide increased scholarships for Aboriginal and Torres Strait Islander students. 	April 2023	CEO
	<ul style="list-style-type: none"> Investigate ways to effectively promote chiropractic as a desirable profession within Aboriginal and Torres Strait Islander communities. 	September 2023	Western Region Manager
	<ul style="list-style-type: none"> Consult with Aboriginal and Torres Strait Islander members and communities to develop appropriate leadership training, opportunities and pathways for chiropractic students, chiropractors within the profession, and as health practitioners in their own communities. 	September 2023	CEO
13. Use our voice to advocate for policies to improve Aboriginal and Torres Strait Islander health and wellbeing.	<ul style="list-style-type: none"> Support and promote Close the Gap Day through ACA social and other media channels. 	March 2023, 2024	Marketing Communications Manager
	<ul style="list-style-type: none"> Investigate participation opportunities in the Close the Gap Steering Committee and campaign. 	March 2023	RAP Coordinator
	<ul style="list-style-type: none"> Encourage and seek partnerships and membership of other organisations like the NRHA, that actively work with Aboriginal and Torres Strait Islander communities 	June 2024	CEO
14. Seek opportunities to improve our members service delivery and engagement with Aboriginal and Torres Strait Islander people.	<ul style="list-style-type: none"> Investigate how and whether Aboriginal and Torres Strait Islander communities are willing work in partnership to collect chiropractic utilisation and outcome data. 	December 2023	ARRPN Chair
	<ul style="list-style-type: none"> Investigate how to collect and analyse data on Aboriginal and Torres Strait Islander utilisation of chiropractic that conforms to the National Health Data Standards. 	December 2023	ARRPN Chair
	<ul style="list-style-type: none"> Investigate how to promote chiropractic to Aboriginal and Torres Strait Islander peoples, including the production of culturally appropriate marketing materials to promote the benefits of Chiropractic are for Aboriginal and Torres Strait Islander peoples. 	June 2023	ARRPN Chair
	<ul style="list-style-type: none"> Educate members on the importance of identifying Aboriginal and Torres Strait Islander patients, including an annual feature article or blog to explain the importance of identification. 	June 2024	Marketing Communications Manager
	<ul style="list-style-type: none"> Assist members with engaging with local Aboriginal and Torres Strait Islander communities (eg land council contact directory). 	June 2024	RAP Coordinator
	<ul style="list-style-type: none"> Enable consumers to locate Aboriginal and Torres Strait Islander chiropractors and chiropractors with expertise and experience in Aboriginal and Torres Strait Islander Health via the find a chiropractor and other platforms. 	June 2024	Marketing Communications Manager
15. Support ACA members in engaging with Aboriginal and Torres Strait Islander health policy development	<ul style="list-style-type: none"> Actively encourage members to raise Aboriginal and Torres Strait Islander health issues for inclusion in ACA advocacy work. 	December 2023	CEO
	<ul style="list-style-type: none"> Provide opportunities for Aboriginal and Torres Strait Islander communities, health teams and organisations (eg Hands on Health) to communicate about their activity and / or current Aboriginal Health information to the ACA membership, as needed. 	December 2023	Marketing Communications Manager
	<ul style="list-style-type: none"> Present a poster at an Aboriginal and Torres Strait Islander Health and Rural Health Conference – research, ACA Activity, in partnership with HoHA. 	December 2023	ARRPN Chair



Governance

Action	Deliverable	Timeline	Responsibility
16. Maintain an effective RAP Working group (RWG) to drive governance of the RAP.	• Maintain Aboriginal and Torres Strait Islander representation on the RWG.	June 2023	ARRPN Chair
	• Establish and apply a Terms of Reference for the RWG.	August 2022	Company Secretary
	• Meet at least four times per year to drive and monitor RAP implementation.	Monthly meeting Jan-Nov 2021, 2022, 2023	RAP Coordinator
17. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	Feb 2021	RAP Coordinator
	• Engage our senior leaders and other staff in the delivery of RAP commitments.	November 2022	RAP Coordinator
	• Define and maintain appropriate systems to track, measure and report on RAP commitments.	August 2021	RAP Coordinator
	• Appoint and maintain an internal RAP Champion from senior management.	June 2021	CEO
18. 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 2022, 2023, 2024	RAP Coordinator
	• Report RAP progress to the ACA Board, and senior leaders quarterly.	Feb, May, July, Nov, 2022, 2023	RAP Coordinator
	• Report RAP progress to all ACA staff quarterly.	Feb, May, July, Nov 2021, 2022, 2023	RAP Coordinator
	• 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.	August 2021	RAP Coordinator
	• Publicly report our RAP achievements, challenges and learnings, annually.	May 2022, 2023	RAP Coordinator
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	RAP Coordinator
19. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	January 2023	RAP Coordinator



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