

Innovate Reconciliation Action Plan

June 2025 – July 2027



Statement from CEO of Reconciliation Australia

Reconciliation Australia commends the Royal Australasian College of Physicians on the formal endorsement of its inaugural 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 Royal Australasian College of Physicians 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 Royal Australasian College of Physicians 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 people and communities but also empowering and enabling staff to contribute to this process, as well. With close to three million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. The Royal Australasian College of Physicians is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action. Implementing an Innovate RAP signals the Royal Australasian College of Physicians 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 Royal Australasian College of Physicians on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine,
Chief Executive Officer,
Reconciliation Australia.

Cover artwork: 'Healing Place' by Riki Salam of We Are 27 Creative



Riki Salam, Creative Director,
We Are 27 Creative,
Brisbane, Australia.

Our Healing Place artwork depicts spiritual Elders from Aboriginal and Torres Strait Islander cultures surrounding the College, imparting their healing wisdom, guiding, and protecting us. Similarly, the Elder Members of our Aboriginal and Torres Strait Islander Health Committee have guided and protected us during challenging times. This journey led to including an Indigenous Object in our Constitution, prompting the College to reflect on cultural safety and address institutional racism.

This reconciliation journey resulted in a new Object demonstrating a commitment to Indigenous aspirations by:

- Respecting principles in the Uluru Statement from the Heart, Te Tiriti o Waitangi, and the UN Declaration on the Rights of Indigenous Peoples.
- Advancing justice and equity in healthcare for Aboriginal, Torres Strait Islander, and Māori communities.
- Acknowledging the worldviews, protocols, and cultures of these peoples.

The diamond shape symbolises the College as a prestigious place of learning. At the center, the yarning circle with 'U' shaped symbols represents teachers, lecturers, Board members, staff, and students—holders of knowledge who will pass it to the next generation. Pathways guide people to this place of healing and learning, with circular motifs representing stars for navigation. The circular pathway symbolises the Creation Spirit and traditional knowledge, while organic branches and scattered leaves depict traditional foods, bush medicines, and practices, connecting contemporary and traditional knowledge for learning and healing.

Our RAP

- The Royal Australasian College of Physicians (RACP) views reconciliation as strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians for the benefit of all. The College acknowledges that ongoing injustices and inequities from colonisation continue to shape the lived experiences of Indigenous peoples in Australia and Aotearoa New Zealand.
- The RACP values Indigeneity and recognises the significant contributions of Indigenous doctors to the medical workforce, bringing unique knowledge, skills, and perspectives. The College strongly supports the five core dimensions of reconciliation outlined in the RAP: race relations, equality and equity, institutional integrity, unity, and historical acceptance. These principles are essential for addressing racism, including institutional racism, and for advancing the Closing the Gap targets, while creating opportunities for Aboriginal and Torres Strait Islander Australians.
- The RACP acknowledges that Indigenous cultures, languages, and customs are integral to the national identities of Australia and Aotearoa New Zealand. Indigenous knowledge and cultures must be respected and protected, in line with the Uluru Statement from the Heart, Te Tiriti o Waitangi (The Treaty of Waitangi), and the United Nations' Declaration on the Rights of Indigenous Peoples.
- The RACP has two First Nations committees: the Aboriginal and Torres Strait Islander Health Committee and the Māori Health Committee. These committees, made up of Fellows, trainees, and key stakeholders, support the College's commitment to the Indigenous Strategic Framework (ISF) and the Indigenous Object in the RACP Constitution and the Royal Australasian College of Physicians' Statement of Principles for Justice and Equity



Our business

The Royal Australasian College of Physicians (RACP) connects, trains and represents over 33,000 medical specialists and trainee specialists from 33 different specialties across Australia and Aotearoa New Zealand. In Australia our membership includes over 19,000 physicians and over 8,000 trainees.

In addition to providing the specialist training curricula for trainee doctors who have completed their medical degree and wish to further specialise as physicians, we provide continuing professional development and education for specialists who have completed their physician training and have become Fellows of the RACP. The RACP has a rigorous assessment framework for Overseas Trained Physicians (OTP's) who wish to practise as a physician in Australia or Aotearoa New Zealand. Education is our core business, and the College holds events including conferences, training sessions, and continuing professional development workshops. Workforce support is vital in any setting, and we provide opportunities for physicians and trainee physicians to connect as a community in Australia and Aotearoa New Zealand.

We advocate for our Aboriginal and Torres Strait Islander communities through our Fellows and trainees who care passionately about their profession and the people they treat. With the input of our members, we develop position statements, policy documents and strategies backed by scientific evidence to contribute to public debate on key healthcare issues and make submissions to a wide range of public health inquiries. Engagement is essential for best practice, and we maintain ongoing high-level relationships with a wide range of key stakeholders across the healthcare sector, the medical professions, state and federal governments in Australia and national government in Aotearoa New Zealand. The College has a national and international lens, and we have a strong presence in the medical community. With careful consultation and engagement, we proactively speak out in the media on behalf of patients, physicians, and paediatricians on topical and relevant healthcare issues. The College publicly campaigns on key issues through the media, social media, events and engagement with the community and decision makers.

In this ever-changing world, the College innovates and collaborates to lead advancement in the delivery of specialist medicine. We develop world-leading medical education programs for the specialists of tomorrow. The RACP Foundation supports medical graduates, Fellows and trainee physicians' education and research by awarding Fellowships, grants, and prizes to both early career medical researchers and later career stage Fellows.

RACP Indigenous Leadership

Aboriginal Torres Strait Islander Health Committee

The Aboriginal and Torres Strait Islander Health Committee, established by the Board of the Royal Australasian College of Physicians (RACP), plays a crucial role in enhancing the College's efforts to improve health and social outcomes for Aboriginal and Torres Strait Islander people in Australia. Guided by the Governance of College Bodies By-law, the Committee is dedicated to advocating for the rights and wellbeing of these communities.

Purpose

The Committee's primary aim is to strengthen the College's capacity to create a coordinated approach that improves the health outcomes for Aboriginal and Torres Strait Islander people.

Key Functions

1. Advisory Role: The Committee advises the Board on health and social policy, advocacy, workforce development, and education relating to Aboriginal and Torres Strait Islander health.
2. Representation: The Committee represents the College on various government, professional, and community forums, advocating for Indigenous health issues.
3. Stakeholder Engagement: The Committee fosters partnerships with key stakeholders to support health and social initiatives.
4. Policy Development: The Committee leads and advises on the development of policies addressing Aboriginal and Torres Strait Islander health concerns.
5. Principles: The Committee adheres to key principles, including:
 - Acknowledging Aboriginal and Torres Strait Islander people as the First Peoples of Australia and supporting their constitutional recognition.
 - Valuing Indigenous leadership in the health sector.
 - Promoting human rights for Indigenous peoples and advancing their health.
 - Honouring Aboriginal and Torres Strait Islander worldviews on health and wellbeing.



L to R: Associate Professor Tamara Mackean FRACP, Dr Elkie Hull FRACP, Dr Kimberly Male ATSIHC Chair and Professor Jaquelyne Hughes FRACP.

Our partnerships/current activities

The RACP currently has health-focused relationships with several Aboriginal health organisations. The RACP recognises the importance of Aboriginal and Torres Strait Islander leadership within the partnerships and relationships. The RACP has longstanding established relationships with The National Aboriginal Community Controlled Health Organisation (NACCHO), the Australian Indigenous Doctors Association (AIDA) and Leaders in Indigenous Medical Education (LIME). AIDA and NACCHO have representative positions on the RACP Aboriginal and Torres Strait Islander Health Committee.

The RACP has sponsored LIME and AIDA events. The RACP is working with LIME to deliver workshops that will assist with the implementation of Indigenous Strategic Framework priorities. The RACP is a founding member of the Closing the Gap Campaign Steering Committee. Additionally, the RACP is a member of the Council of Presidents of Medical Colleges (CPMC). CPMC, NACCHO, AIDA and the Australian government have a partnership agreement to contribute to the revision and implementation of the National Aboriginal and Torres Strait Islander Health Plan 2021–2031.

The RACP has ongoing relationships with the following organisations: Central Australian Aboriginal Congress, Congress of Aboriginal and Torres Strait Islander Nurses and Midwives, Indigenous Allied Health Australia, Queensland Aboriginal Islander Council, Aboriginal Health Council of Western Australia, National Aboriginal and Torres Strait Islander Health Worker Association and Aboriginal Health and Medical Research Council. The RACP intends to reach out to other medical colleges with Reconciliation Action Plans.



Biyani team and AIDA Torres Strait Islander group attending PRIDOC 2024



Relationships

Relationships in health are vital. But before we can relate, we must have truth telling. Communication through truth telling, means that Australians recognise, understand, and accept the wrongs of the past and the impact of these wrongs on Aboriginal and Torres Strait Islander peoples since colonisation.

From truth telling we must then have trust. Trust in relationships means that the Aboriginal and Torres Strait Islander peoples can have faith and feel culturally safe in health care and in those specialists who provide it. Relationships allow the specialist to learn from Aboriginal and Torres Strait Islander people, having open conversations, connecting, sharing experiences and discussions in a wholistic way, ensuring that there is no imbalance of power. We must embed practices of engagement in all aspects of our work. We must also ensure that our curriculum in our teaching settings includes important engagement and relationship making skills to better inform our members.

We must ensure that our Aboriginal and Torres Strait Islander workforces are not overburdened by their peers who seek them to make relationships with Indigenous patients without attempting to make a connection themselves. Cultural overloading is the (often invisible) additional workload burdening Aboriginal and Torres Strait Islander people in the workplace. These extra Indigenous-related work demands that non-Indigenous colleagues do not have, can put a large demand on Aboriginal and Torres Strait Islander workforces as they feel a need to help their communities and people and can often be dealing with complex community matters which they cannot remove themselves from.

Focus area: Indigenous Strategic Framework (ISF) Priority 2. Grow the Indigenous physician workforce.

Priority 2 of the ISF acknowledges that there is currently a disproportionately low percentage of physician members who identify as Aboriginal and/or Torres Strait Islanders. Encouraging the development of an increasingly diverse physician population is a strategic priority for the College. There is growing evidence that Indigenous doctors, whether in mainstream or Indigenous community-controlled services, contribute to improved access to appropriate health care services, culturally safe patient experiences, and improved health outcomes for Indigenous people.

Relationships			
Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen 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.	June 2025 and August 2027	Lead: ELA Manager Support: ELA Team Lead: Manager Indigenous Strategy Support: Biyani Team
	• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2025 and August 2027	Lead: Manager Indigenous Strategy Support: Biyani Team
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	May 2025, 2026 and 2027	Lead: Manager Indigenous Strategy Support: Biyani Team, P&C Team, and Marcoms
	• RAP Working Group members to participate in an external NRW event.	July 2025, 2026 and 2027	Lead: Manager Indigenous Strategy Support: Biyani Team, All Teams
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	July 2025, 2026 and 2027	Lead: Manager Indigenous Strategy Support: Biyani Team, P&C Team, and Marcoms
	• Organise at least one NRW event each year.	July 2025, 2026 and 2027	Lead: Manager Indigenous Strategy Support: Biyani Team, P&C Team, and Marcoms
	• Register all our NRW events on Reconciliation Australia’s NRW website .	June 2025, 2026 and 2027	Lead: Manager Indigenous Strategy Support: Biyani Team, P&C Team, and Marcoms

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	• Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	July 2025, 2026 and 2027	Lead: Manager Indigenous Strategy Support: Biyani Team, RAP Working Group members
	• Publicly communicate our commitment to reconciliation.	July 2025, 2026 and 2027	Lead: Manager Indigenous Strategy Support: Biyani Team, P&C Team, and MARCOMS, RAP Working Group members
	• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	July 2025, 2026 and 2027	Lead: ELA, PP, OOD, P&A, MES, SS, P&C Managers Support: ELA, PP, OOD, P&A, MES, SS, P&C Teams
	• Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	July 2025, 2026 and 2027	Lead: Manager Indigenous Strategy Support: Biyani Team, RAP Working Group members
4. Promote positive race relations through anti-discrimination strategies.	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	July 2025 and 2027	Lead: P&C Manager Support: P&C Team
	• Review, develop and implement an anti-discrimination policy for our organisation.	July 2025, 2026 and 2027	Lead: P&C Manager Support: P&C Team
	• Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	July 2025 and 2027	Lead: P&C Manager Support: P&C Team
	• Review the need to educate senior leaders on the effects of racism.	July 2025, 2026 and 2027	Lead: P&C Manager Support: P&C Team



Respect

To understand an Aboriginal and Torres Strait Islander family's culture, values, and beliefs, you must first understand respect. The identity of an Aboriginal and/or Torres Strait Islander person can be linked to their connection to kin, culture, and country, although these connections could look different and have different meanings for different people.

Respect is woven into the very thread of Aboriginal and Torres Strait Islander people's lives. Respect describes feeling a deep admiration for a person, a belief, or a practice. From birth Aboriginal and Torres Strait Islander peoples are raised to show respect for their Elders, culture, and country.

The RACP acknowledges the impact of Colonisation, and the severe effect that it had on the Aboriginal and Torres Strait Islander peoples' lives, their traditional practices, culture, language, and lore. The College also accepts that since colonisation Aboriginal and Torres Strait Islander peoples' health has been critically impacted and has resulted in mass genocide of their ancestors and recognises that Aboriginal and Torres Strait Islander peoples' chronic health and disease today is a direct result of British settlement.

In 2023 the College undertook a review of its Constitution and considered advice from the Aboriginal and Torres Strait Islander Health Committee and the Māori Health Committee for the addition of a new "Indigenous Object" to the College's Constitution.

The College respects and advocates for the principles enshrined in the Uluru Statement from the Heart, Te Tiriti o Waitangi and the United Nations Declaration on the Rights of Indigenous Peoples; and acknowledges the world views, protocols, and cultures of the Aboriginal and Torres Strait Islander and Māori peoples.

We understand the significance of those documents and recognise the unique status and needs of the Aboriginal and Torres Strait Islander and Māori peoples of whom the College serves.

The change to our Constitution (voted for by our members) shows the College's commitment to advancing justice and equity in health care for Aboriginal, Torres Strait Islander and Māori communities and the promotion of equitable health outcomes for those people.

Focus area: Indigenous Strategic Framework (ISF) Priority 3: Educating and equipping the physician workforce on Indigenous health and culturally safe clinical practice

Our Indigenous Strategic Framework and our Organisational Strategic Plan 2022-2026 set out how our organisational values define how our employees and member volunteers work together to achieve our vision, and strategic goals. The College employs Indigenous staff who are key contributors to maintaining cultural safety and competency across all its programs, policies and position statements. Our Indigenous staff also review our training curricula to ensure that it takes into account our ISF priorities. We have an online collection of Aboriginal, Torres Strait Islander and Māori Cultural Safety and Cultural Competency resources available for our members so they can equip themselves with the knowledge they need to implement culturally safe practices in their workplace.

RESPECT			
Action	Deliverable	Timeline	Responsibility
1. 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 2025 and August 2027	Lead: P&C Manager Support: P&C Team
	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	June 2025 and August 2027	Lead: Manager Indigenous Strategy Support: Biyani Team
	• Develop, implement, and communicate a cultural learning strategy document for our staff.	June 2025 and August 2027	Lead: P&C Manager Support: P&C Team
	• Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	June 2025 and August 2027	Lead: ELA, PP, OOD, P&A, MES, SS, P&C Managers Support: ELA, PP, OOD, P&A, MES, SS, P&C Teams
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2025 and August 2027	Lead: P&C Manager Support: P&C Team
	• Develop, implement, and communicate cultural protocol documents, including protocols for Welcome to Country and Acknowledgement of Country.	June 2025 and August 2027	Lead: P&C Manager Support: P&C Team
	• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	June 2025 and August 2027	Lead: Events Manager, Manager of Indigenous Strategy Support: Event and Biyani Team
	• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June 2025 and August 2027	Lead: All Staff Manager Support: All Staff Team

Action	Deliverable	Timeline	Responsibility
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• RAP Working Group to participate in an external NAIDOC Week event.	July 2025 and August 2026 and 2027	Lead: MES Manager Support: MES Regional Team
	• Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2025 and August 2026 and 2027	Lead: P&C Manager Support: P&C Team
	• Promote and encourage participation in external NAIDOC events to all staff.	June 2025 and August 2026 and 2027	Lead: Manager Indigenous Strategy Support: Biyani Team, P&C Team, Marcoms





Opportunities

Aboriginal and Torres Strait Islander peoples and Māori experience significantly higher burdens of ill-health, and shorter life expectancies, in comparison to non-Indigenous populations. A focus on early life experiences and environments is key to reducing adverse health outcomes, from childhood mortality, early and ongoing poor health, through to improved life expectancy.

The RACP recognises the disparity in opportunity and the non-Indigenous privilege that exists in our countries. One result of this is the low numbers of Indigenous doctors in our health system. The RACP recognises we have a responsibility to grow the Indigenous physician workforce. We also play a vital role to ensure the broader membership is educated and equipped with both clinical and cultural competencies required to serve the health needs of Aboriginal and Torres Strait Islander peoples and Māori.

The RACP's Indigenous Strategic Framework provides us with an opportunity to reflect on our work and on our culture. It provides the required structure so we can strategically prioritise our contributions for achieving equity for our nations' First Peoples. In short it commits to driving the following priorities:

- Contributing to addressing Indigenous health inequities
- Growing the Indigenous physician workforce
- Educating and equipping the physician workforce on Indigenous health and culturally safe clinical practice
- Fostering a culturally safe and competent College
- Meeting the regulatory standards and requirements of the Australian Medical Council (AMC) and Medical Council of New Zealand (MCNZ).

Our core business has been developed in close consultation with key stakeholders including the Aboriginal and Torres Strait Islander Health Committee (ATSIHC) and the Māori Health Committee (MHC), RACP Board Directors, senior management, as well as consultations with leading Indigenous health organisations. This means our core business activities are Indigenous led. We use Supply Nation for our Indigenous procurement, which has been a great success as we can directly engage and employ services from Indigenous businesses which support Indigenous communities.

Focus area: Indigenous Strategic Framework (ISF) Priority 4: Fostering a culturally safe and competent College

One of the five organisational values at the RACP is "We Indigenise and de-colonise: We partner, resource and embed Indigenous knowledge and ways to accelerate culturally safe change to achieve equitable Indigenous futures". To uphold this value, we are integrating cultural safety into all aspects of physician and paediatrician education, training, professional development, and practice. We are delivering strategies to improve cultural safety across the College, including developing our Anti-Racism Policy, rolling out Respect @ Work training and delivering mandatory online cultural safety training for all staff. These initiatives build on our commitment to create a more diverse and inclusive workplace.

OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
1. 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.	June 2025 and August 2027	Lead: P&C Manager Support: P&C Team
	• Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy.	June 2025 and August 2027	Lead: P&C Manager Support: P&C Team
	• Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	June 2025 and August 2027	Lead: P&C Manager Support: P&C Team
	• Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June 2025 and August 2027	Lead: P&C Manager Support: P&C Team
	• Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2025 and August 2027	Lead: P&C Manager Support: P&C Team



Action	Deliverable	Timeline	Responsibility
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Review the Aboriginal and Torres Strait Islander procurement strategy.	June 2025 and August 2027	Lead: Manager Procurement and Contracts Support: Procurement Team
	• Review Supply Nation membership.	July 2025, 2026 and 2027	Manager Procurement and Contracts Support: Procurement Team
	• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	July 2025, 2026 and 2027	Lead: Manager Procurement and Contracts Support: Procurement Team and Marcoms Team
	• Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2025 and August 2027	Lead: Manager Procurement and Contracts Support: Procurement Team
	• Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	July 2025, 2026 and 2027	Lead: Manager Procurement and Contracts Support: Procurement Team
	• Investigate new Aboriginal and Torres Strait Islander supplier diversity. By reviewing the Supply Nation website around procurement needs.	July 2025, 2026 and 2027	Lead: Manager Procurement and Contracts Support: Procurement Team



Governance

GOVERNANCE AND TRACKING PROGRESS			
Action	Deliverable	Timeline	Responsibility
1. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	• Maintain Aboriginal and Torres Strait Islander representation on the Quarterly RWG.	May, July, September, November 2025, 2026 and 2027	Lead: Manager Indigenous Strategy Support: Biyani Team
	• Establish and apply a Terms of Reference for the RWG.	September 2025	Lead: Manager Indigenous Strategy Support: Biyani Team
	• Meet at least four times per year to drive and monitor RAP implementation.	May, July, September, November 2025, 2026 and 2027	Lead: Manager Indigenous Strategy Support: Biyani Team
2. Provide appropriate support for effective implementation of RAP commitment.	• Define resource needs for RAP implementation.	July 2025, 2026 and 2027	Lead: Manager Indigenous Strategy Support: Biyani Team
	• Engage our senior leaders and other staff in the delivery of RAP commitments.	July 2025, 2026 and 2027	Lead: Manager Indigenous Strategy Support: Biyani Team
	• Define and maintain appropriate systems to track, measure and report on RAP commitments.	July 2025, 2026 and 2027	Lead: Manager Indigenous Strategy Support: Biyani Team
	• Appoint and maintain an internal RAP Champion from senior management.	July 2025, 2026 and 2027	Lead: Manager Indigenous Strategy Support: Biyani Team

Action	Deliverable	Timeline	Responsibility
3. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss important RAP correspondence.	June annually	Lead: Manager Indigenous Strategy Support: Biyani Team
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	Lead: Manager Indigenous Strategy Support: Biyani Team
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September annually	Lead: Manager Indigenous Strategy Support: Biyani Team
	Report RAP progress to all staff and senior leaders quarterly.	May, July, September, November 2025, 2026 and 2027	Lead: Manager Indigenous Strategy Support: Biyani Team
	Publicly report our RAP achievements, challenges, and learnings, annually included in Indigenous Strategic Framework reporting.	September, 2026 and 2027	Lead: Manager Indigenous Strategy Support: Biyani Team
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026	Lead: Manager Indigenous Strategy Support: Biyani Team
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Dec 2027	Lead: Manager Indigenous Strategy Support: Biyani Team
4. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	December 2027	Lead: Manager Indigenous Strategy Support: Biyani Team

For more information visit
www.racp.edu.au

Australia

145 Macquarie Street
Sydney NSW 2000
Phone: +61 2 9256 5444
1300 697 227

Aotearoa New Zealand

Level 10, 3 Hunter Street
Wellington 6011

PO Box 10601
Wellington 6143
Phone: +64 4 472 6713
0508 697 227

