



# The RACGP Innovate Reconciliation Action Plan

**May 2024 – May 2026**



**RACGP**  
Royal Australian College  
of General Practitioners





# Acknowledgement of Country

The Royal Australian College of General Practitioners acknowledges the Traditional Custodians of the land and waterways in which we work and live. We recognise their continuing connection to land, water and culture, and pay our respects to Elders, past, present and emerging.

## Terminology

In this Reconciliation Action Plan (RAP), the RACGP uses the term Aboriginal and Torres Strait Islander to describe the First Nations peoples of Australia, unless when referring to an existing organisation, program or position.

While this preference has been established in collaboration with the Aboriginal and Torres Strait Islander Health Faculty

Council and Aboriginal and Torres Strait Islander Steering Committee, we acknowledge and respect that preferred terminology will differ among different communities. While this is our preferred term for general use, we recognise that it falls short in acknowledging or capturing the distinct identities, cultures and nations that exist across Australia.

## Imagery

Aboriginal and Torres Strait Islander people should be aware that this RAP may contain images, voices or names of deceased persons.



Cover: The Djirri Djirri dancers, a Wurundjeri female dance group.







RACGP Board and Executive Team cultural learning session in Alice Springs, 2022.



# Acknowledgement of RAP artwork



The original artwork, *Creation spirit, Healing place*, featured throughout our RAP was designed by Aboriginal design company Gilimbaa. Here's an introduction to the meaning behind the artwork.

## Creation spirit, Healing place

Smooth iridescent skin caresses the earth, unfolding its many layers. Mounds rise up towards the sky; valleys are created. This is the land you belong to; these are the songs you sing. Thick smoke rises through the fresh morning air. Bodies are adorned for this rite of passage in a place of healing.

The Rainbow Serpent, the Creation Spirit, moves throughout the land, creating the landscape. It gives people the knowledge and wisdom of the land, ceremony, song, dance and lore – food to eat and medicine to heal. Surrounding the Rainbow Serpent are patterns depicting locations across

Australia from the Torres Strait Islands through Queensland across to the Northern Territory, Western Australia, South Australia, New South Wales, Victoria, the Australian Capital Territory and Tasmania. The patterns also refer to carvings, markings, tracks, scarification and body adornments – what is found in the landscape and people's interpretation of this landscape reflected on their bodies.

This artwork also represents the traditional possum skin cloaks worn by the people of the Victorian region. The squares of the checkerboard design represent individual possum skins that are sewn together to form the cloak. Old and new meld. Through this, the RACGP pays its respects to Aboriginal and Torres Strait Islander communities across Australia and to the land on which general practitioners learn, teach and practise the art of medicine.







# Message from the President

I am thrilled and deeply honoured to introduce the Royal Australian College of General Practitioners' Reconciliation Action Plan (RAP) for 2024-26. This will be the second Innovate plan and our third RAP. It is an important milestone in our ongoing journey of reconciliation.

This RAP marks a significant step forward in our commitment to fostering a healthcare environment free from racism. It embodies our unwavering vision for a future where every individual, regardless of their background, feels valued, respected and empowered within our healthcare system.

As a leading organisation representing over 40,000 members across Australia, we recognise the pivotal role we play in effecting positive change. We know that racism not only undermines the health and well-being of Aboriginal and Torres Strait Islander peoples, it also represents a major barrier in our progress towards a just, equitable and reconciled Australia. There is no room for racism in healthcare, and it is incumbent upon us to take decisive action to dismantle its insidious presence.

Our RAP is more than just a document; it is a testament to our collective dedication to reconciliation and healing. It reflects our dedication to creating a culturally safe organisation that fosters continuous education and learning for both our staff and members. Yet, as we celebrate our achievements, we must also acknowledge the challenges that lie ahead. We acknowledge that achieving equity in health outcomes for Aboriginal and Torres Strait Islander peoples requires sustained effort and resolute determination, now more than ever. It is a journey that demands the collective responsibility of each and every one of us.

I am immensely proud to lead an organisation that is committed to driving positive change and shaping a future where all people have equitable access to quality healthcare and unite in pursuit of a healthier, fairer, and more inclusive society.

**Dr Nicole Higgins**  
President  
RACGP

# Message from the Chief Executive Officer

As CEO of the Royal Australian College of General Practitioners, (RACGP) I am deeply committed to the outcomes sought through progressing our third Reconciliation Action Plan (RAP) and I am proud to be announcing its launch.

Drawing from my past experiences, where I've been privileged to contribute to initiatives aimed at narrowing the health gap for Aboriginal and Torres Strait Islander peoples, I recognise the pivotal role our organisation plays in this vital endeavour.

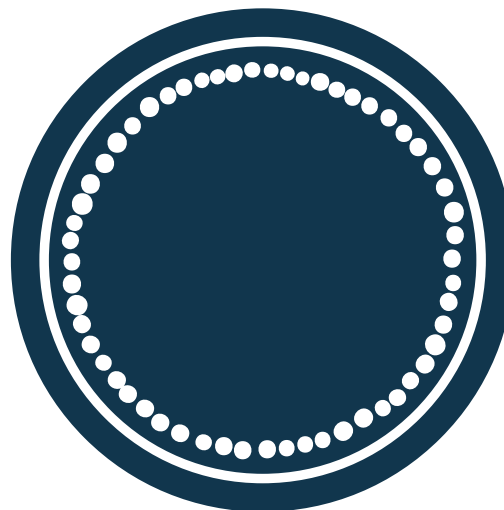
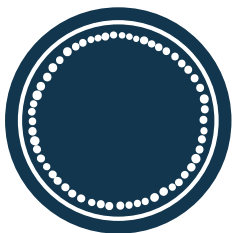
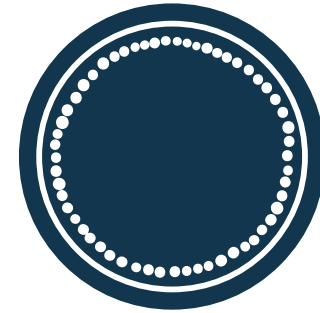
The RACGP is resolute and determined to reaffirm our unyielding dedication to driving forward the cause for reconciliation and ensuring fair and just health outcomes for Aboriginal and Torres Strait Islander

peoples. With the launch of our third RAP, we seize the opportunity to amplify our advocacy and advance tangible progress.

The RAP embodies a shared commitment that extends to every member of our staff and reflects our steadfast dedication to fostering an inclusive culture at the RACGP. By championing equity for Aboriginal and Torres Strait Islander health, we strive for improved health outcomes for all.

Thank you for joining me on this journey.

**Georgina van de Water**  
Chief Executive Officer  
RACGP







# Message from the Chair, RACGP Aboriginal & Torres Strait Islander Health

As Chair of RACGP Aboriginal and Torres Strait Islander Health, I welcome this RAP and the commitments being made by RACGP Board members and staff in our endeavours towards reconciliation. I thank our President for her sincere commitment to reconciliation and healing. I thank our CEO for her understanding that to achieve the commitments under this RAP, all of the RACGP must play their part in meaningful change. I applaud the College's commitment to eliminate racism in our organisation, and I know that if we can achieve this aim it will be of huge benefit to all staff and members.

Reconciliation is based and measured on five dimensions: historical acceptance, race relations, equality and equity, institutional integrity and unity. I encourage staff to learn more about these dimensions and reflect on how they can support the achievement of these goals in the RACGP context.

Now More Than Ever is the theme of National Reconciliation Week in 2024, the launch year of our Innovate RAP. I hope that this theme will inspire staff to act, to undertake self-learning and self-reflection. To examine our own bias and to engage with truth telling. To understand the strengths and successes of Aboriginal and Torres Strait Islander leadership. Let's envisage an equitable health system for

Aboriginal and Torres Strait Islander people and the steps the RACGP can take to contribute to that aim.

Each of us has a significant contribution to make, whether that be through embedding understandings of health equity and anti-racism in our advocacy and policy work, ensuring a culturally responsive recruitment process for staff or taking the time to understand the history of the local communities that we return to after our work day is over. Through this knowledge we will better understand the communities that our members serve.

I thank our leaders for committing to supporting their teams with the time and resources needed to achieve the aims of this RAP and I look forward to reflecting with RACGP staff and members at the progress that is made through action over the next two years.

**Dr Karen Nicholls**  
Chair, RACGP Aboriginal &  
Torres Strait Islander Health





# Message from Reconciliation Australia

Reconciliation Australia commends the Royal Australian College of General Practitioners (RACGP) on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

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

With close to three million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. RACGP continues to be part of a strong network of more than 3000 corporate, government and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that the RACGP will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to the RACGP using the lens of reconciliation to better understand its core business, sphere of influence and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for RACGP to strengthen these relationships, gain crucial experience and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, RACGP will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the

sustainability of the RACGP's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations RACGP on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia





# Our vision for reconciliation

Our vision for reconciliation is an organisation and general practice profession, that's free from racism, where all GPs can – and do – provide culturally safe healthcare, grounded in mutual respect and trust.



This map aims to recognise the many diverse lands our offices are based on. While we've made every effort to acknowledge the Traditional Owners and communities who have ongoing connections to each area, we understand there may be variations in spellings and that in many areas, claims to Traditional Ownership are dynamic and evolving. We welcome any feedback on this map and will continue to improve our approach.

Wagiman man Nathan Patterson mentoring RACGP staff (Jackie Brown in photo) to paint Bunjil, during NAIDOC Week, 2019.





# Our business – about the RACGP

For more than 60 years, we've been the backbone of Australia's primary health system. We set the standards for education and practice and advocate for better health and wellbeing for all Australians.

We cultivate a stronger profession by supporting GPs at every stage of their career, from medical students and GPs in training, to experienced practitioners. We help GPs continue their professional development throughout their careers. And we develop resources and guidelines to support GPs to provide their patients with world-class healthcare and help with the unique issues that affect their practices.

We help GPs improve the health and wellbeing of Australians through events, activities and resources.

We're also the leading advocacy voice for GPs. We work to ensure the value communities place on GPs is reflected in policies and funding arrangements that support high-quality and sustainable patient services.

Australia's GPs see more than two million patients each week, and support Australians through every stage of their lives. The scope of general practice is

unmatched among medical professionals, so the RACGP supports members to be involved in all areas of care, including aged care, mental health, preventative care and Aboriginal and Torres Strait Islander health.

Our membership includes 40,287\*\* general practice professionals, representing a diversity of experiences and skills. Across our membership:

- women account for more than half of the country's GPs
- 17,550 (43.56%) members have a qualification from a non-Australian university
- 221 (0.55%) members identify as Aboriginal and/or Torres Strait Islander
- 10,081 (25%) members having an interest in Aboriginal and Torres Strait Islander health

The purpose of the RACGP is to ensure a strong general practice profession that keeps Australia healthy. Our goal is for Australia's health outcomes to improve because every person in Australia, regardless of their postcode or circumstances, can – and does – regularly see a GP.

Over the last 12 months, the RACGP underwent significant change, largely due to the transition of general practice training back to the RACGP. This transition has seen the onboarding of more than 700 staff from regional training organisations, an increased geographical footprint, with 21 RACGP properties across the country and a revised organisational structure to ensure we can effectively and efficiently meet our objectives.

We currently have 1477 employees in Australia, working across six business units: Advocacy, Policy and Research, Member Experience, Education, GP Training, People and Capability and Corporate Services. Currently, 22 employees identify as Aboriginal and/or Torres Strait Islander, representing 1.5% of our total workforce. While we're proud of the increased representation of Aboriginal and Torres Strait Islander employees across the College, we know that we have a lot of work to do to work towards population parity and equity in employment outcomes.

\*As of 30 June 2023

\*\*Students are no longer included in this total



# Our RAP

## Why develop a RAP?

The RACGP has developed a RAP because we know that reconciliation is core to our organisation's goal and purpose. To improve Australia's health outcomes and ensure every person in Australia regularly sees a GP, we must transform relationships between Aboriginal and Torres Strait Islander and non-Indigenous Australians. Relationships between patients, general practitioners and the primary healthcare system, need to be based on trust, truth, respect and cultural safety. We know that this won't occur unless reconciliation progresses within our workforce, our membership and community.

The RAP framework has enabled the RACGP to continue its commitment to reconciliation and improve the knowledge, skills and abilities required to deliver culturally responsive health services to Aboriginal and Torres Strait Islander peoples. The RACGP has developed and implemented two RAPs previously: a Reflect RAP in 2014 and an Innovate RAP in 2020 (which concluded in September 2022) and while we're extremely proud of our reconciliation achievements to date, some of which we've outlined below, like

any organisation, we've faced challenges, learned many lessons along the way, and know that we need to do more. The decision to develop a second Innovate RAP was taken seriously and came from a place of humility, evaluating our reconciliation progress to date and critically reflecting on the unfinished business of reconciliation nationally.

## Our achievements

The Innovate RAP 2020-2022 focused on three key principles: Listen. Understand. Act.

### *Listen*

To ensure the RAP was guided by Aboriginal and Torres Strait Islander voices and perspectives, the RACGP established an Aboriginal and Torres Strait Islander Advisory Committee in 2020, whose role was to provide advice and input into the RAP. The Advisory Committee met monthly to review progress and has since been re-structured to the Aboriginal and Torres Strait Islander Steering Committee (outlined below). We have included




strengthened commitments to maintain and amplify the voices of this group across RACGP.

The Aboriginal and Torres Strait Islander Health Faculty was established in 2010 and is governed by an Aboriginal and Torres Strait Islander-led Council and Education Committee. Alongside our two governing bodies for the RAP, the RAP team works in close collaboration with the Faculty, ensuring the RAP is aligning with, communicating and promoting the strategic priorities and key projects in Aboriginal and Torres Strait Islander health. This includes the fourth edition of the National guide to preventative healthcare for Aboriginal and Torres Strait Islander people, developed as part of a long-standing partnership with the National Aboriginal Community Controlled Health Organisation (NACCHO). While this work is exceptional, we need to focus on supporting all teams across RACGP to build and strengthen their own local relationships with Aboriginal and Torres Strait Islander communities.

Since the launch of our previous RAP in 2020. While we're extremely proud that the representation of Aboriginal and/or Torres Strait Islander employees across







the RACGP has increased from three (or 0.75% of our total workforce) to 22 (or 1.55% of the total workforce). This increase has led to a diversification of the roles and positions held by Aboriginal and Torres Strait Islander team members. We're now focusing our efforts on implementing our Aboriginal and Torres Strait Islander employment strategy, which for the first time includes specific employment targets, initiatives to build relationships and peer-support amongst Aboriginal and Torres Strait Islander employees, as well as increasing levels of leadership representation across the College.

### *Understand*

A key focus of the Innovate RAP 2020-2022 was on cultural learning. The RACGP worked to increase levels of cultural awareness by introducing mandatory cultural learning as part of our onboarding process. All new RACGP employees (330 to date) were required to complete two cultural learning modules organised by the Koorie Heritage Trust. Since the transition of general practice training to the College in 2022, we're a much more geographically and culturally diverse organisation, meaning

our existing approach to cultural learning no longer met the diverse training needs of our employees. To respond to this challenge, we worked hard to review and develop our cultural capability framework and ensure cultural learning provided to staff is locally relevant and specific to their position within the College. We're currently rolling out a nationally relevant online cultural learning module for all employees and in this RAP, we've introduced new and strengthened commitments to ensure employees continue their cultural learning journey by completing locally relevant training in addition to the nation-wide online module. We've also committed to particular teams undertaking specific cultural capability training that is relevant to them and their role. In collaboration with the Aboriginal and Torres Strait Islander Steering Committee, we've also developed several guidelines and resources that focus on providing staff with the knowledge and tools to respectfully engage and build relationships with Aboriginal and Torres Strait Islander peoples, including how to develop a personalised Acknowledgement of Country, appropriate language and terminology and the history of 26th January. These resources continue to be actively used, shared and promoted. As an example, our

resource on language and terminology, reached over 600 team members. With overwhelmingly positive sentiment received, team members reflected on how useful this was to guide a safe and inclusive workplace culture and we received feedback from our Aboriginal and Torres Strait Islander Steering Committee that the resources are reducing cultural load.

### *Act*

The College has long supported the implementation of the Uluru Statement from the Heart in full. In 2023, the year of the referendum for an Aboriginal and Torres Strait Islander Voice to Parliament, we reaffirmed our support for this publicly and with our staff. This support was in recognition that positive health outcomes are achieved when Aboriginal and Torres Strait Islander peoples have a say in matters that affect them, that self-determination is key to addressing the health inequities that continue to exist today and that the Voice to Parliament would be a key mechanism in advancing Aboriginal and Torres Strait Islander rights. This included developing an engagement plan with three key objectives:



- Inform staff, RACGP members, and the public of the College's position for a Voice to Parliament.
- Establish and strengthen protective mechanisms and resources for Aboriginal and Torres Strait Islander staff and members to support their cultural and psychological safety during the referendum process.
- Critically reflect on our own governance structures to consider how the College can embed the principles of the Uluru Statement from the Heart.

While the referendum outcome was deeply disappointing, we remain unwavering in our support for the self-determination of Aboriginal and Torres Strait Islander peoples and progressing the priorities outlined in the Uluru Statement from the Heart. In response to the referendum outcome, we invited RACGP employees to complete a post-referendum survey which found that 98% of survey participants want the RACGP to either maintain or increase its commitment to reconciliation and that truth-telling is a key reconciliation priority. We listened to this and immediately acted on the findings by making an organisational

submission to the Yoorrook Justice Commission, Victoria's first truth-telling process into historical and ongoing injustices experienced by Aboriginal and Torres Strait Islander peoples.

## Our challenges

Since our previous RAP was endorsed in 2020, we've faced significant challenges. The COVID-19 pandemic, lockdowns, vaccine rollout, and recovery tested the nation's GPs like never before, and with the world now gradually moving into post-pandemic recovery, GPs continue to play a critical role in their communities. The impact of the pandemic on the College was significant – it was a challenging time, but we faced those challenges head on.

The College has also seen structural change since our previous RAP, as we prepared for the transition of the Australian General Practice Training (AGPT) Program back to the RACGP and Australian College of Rural and Remote Medicine (ACRRM), which came into effect on 1 February 2023. Transitioning general practice training back to the RACGP was a significant undertaking, including the







The Koori Youth Will Shake Spears dance group.



recruitment, onboarding and mobilising of more than 700 staff from regional training organisations (RTOs), an increase to 21 properties across the country and entering into a joint venture agreement with ACRRM to establish Joint College Training Services (JCTS). 2023 then saw a cost-reduction exercise, with employee numbers reduced to a sustainable level.

These events have undeniably had an impact on our RAP and our reconciliation process. This is why, with a focus on financial and cultural stabilisation and investment in our systems, the decision to develop a second Innovate RAP, in our view, is the right one. As we continue to experience significant transformation, we've developed a RAP that is ambitious, while being realistic and focused on creating long-term, systemic and cultural change.

## Lessons learned

As we prepare for the launch and implementation of our next RAP, we've identified three key learnings or guiding principles to carry us through the next stage of our reconciliation process:

- **Start from within:** the RACGP has undergone significant change and transformation over the last 12 months. For the next two years, we need to focus on strengthening relationships and engagement with Aboriginal and Torres Strait Islander communities, building capability across our increased workforce, and aligning the RAP with our diversity, equity and inclusion program of work.
- **Simplify:** value over volume. While we've strengthened our commitments significantly, we're not trying to do it all. Under each RAP pillar, we've identified a 'high impact' objective to ensure staff across the College understand and are proactively progressing reconciliation within their own unique sphere of influence.
- **Stabilise:** we're focusing on better resourcing, measuring the impact and communicating our reconciliation work. We need to develop effective and meaningful approaches to track, report and measure our progress as we set ourselves up for long-term success.

# RAP Governance

We know that positive outcomes are achieved when Aboriginal and Torres Strait Islander peoples have a say in matters that affect them. We also know that reconciliation is everyone's business – to achieve meaningful and long-term outcomes, responsibility and accountability for the RAP must sit with all employees. To demonstrate this, we have two key governing bodies for our RAP: the RAP Working Group and the Aboriginal and Torres Strait Islander Steering Committee.



Dr Nicole Higgins and The Hon Kristy McBain MP attending GPs@Parliament 2024.



# RAP Working Group

The RAP Working Group (RWG) is responsible for coordinating and overseeing all RAP activity including the development, implementation, reporting and renewal phase of each plan. The group meets monthly and must include Aboriginal and/or Torres Strait Islander representation and at least one representative from each business unit. They are:

## **Executive Sponsor and RAP Champion:**

Andrée Wans  
Acting Chief People Officer

## **Chair:**

Christine Dernee  
Senior RAP Advisor

## **Corporate Services:**

Naomi Clark  
Senior Procurement Manager

## **Education:**

Lizette FoxMiller  
CPD Project Lead

## **Member Experience:**

Vanessa Harris  
Manager,  
RACGP Aboriginal and  
Torres Strait Islander Health

Andrew Hayward  
Manager,  
RACGP Rural

Belinda Hammond  
Project Lead  
NACCHO RACGP  
Partnership Project

## **People and Capability:**

Caroline Skinner  
Learning and Development  
Manager

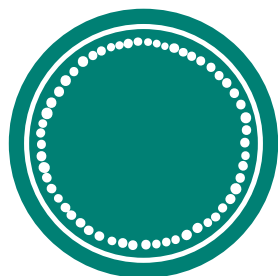
Natalie Sherwill  
Talent Acquisition Lead

## **Advocacy, Policy and Research:**

Su San Mok  
Program Manager,  
Quality Care

## **GP Training:**

Dr Danielle James  
National Clinical Lead



# Aboriginal and Torres Strait Islander Steering Committee

The Aboriginal and Torres Strait Islander Steering Committee is the College's principal internal advisory and representative body for matters relating to Aboriginal and Torres Strait Islander employees, communities, and the RAP. The Steering Committee provides a formal mechanism through which the RACGP can seek support and advice in a culturally appropriate, safe and respectful manner from Aboriginal and Torres Strait Islander staff, ensuring the RAP is informed and guided by their collective perspectives, insights and expertise. The group meets monthly, with membership including any Aboriginal and/or Torres Strait Islander employees who choose to be involved.

Ada Parry  
Cultural and Education Advisor

Allirra Dowling  
Payroll Officer

Belinda Hammond  
Project Lead, NACCHO RACGP  
Partnership Project

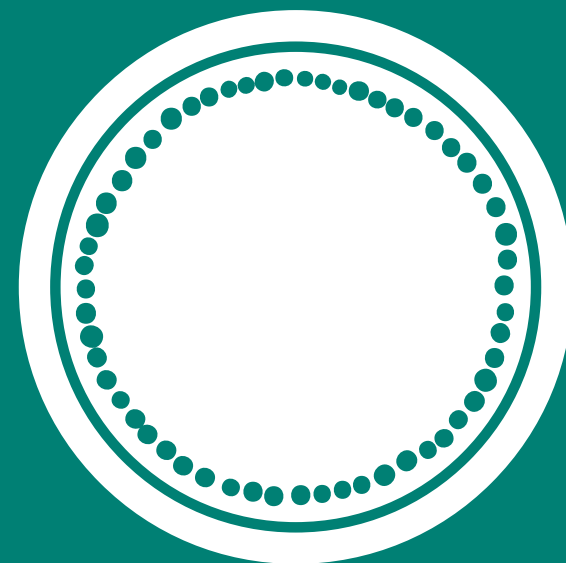
Deb Hawker  
Payments Coordinator

Helena Carr-McEwen  
Program Support Assistant

Lucie Ferguson  
National Property Manager

Dr Olivia O'Donoghue  
National Clinical Head of Aboriginal and  
Torres Strait Islander Training

Vanessa Harris, Manager  
RACGP Aboriginal and Torres Strait  
Islander Health



# Relationships

The RACGP's goal is that Australia's health outcomes improve because every person in Australia, regardless of their postcode or their circumstances, can – and does – regularly see a GP. Building respectful and trusting relationships between Aboriginal and Torres Strait Islander and non-Indigenous Australians is critical to achieving this goal. The GP workforce must provide relationship-based primary healthcare that is equitable and free from racism, and as the voice of GPs across Australia, it's the College's role and responsibility to facilitate and support this across our sphere of influence.



The Djirri Djirri dancers, a Wurundjeri female dance group.

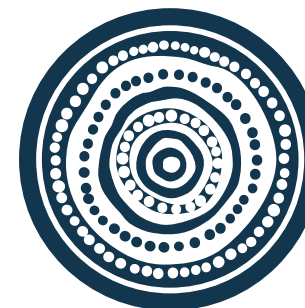


Objective	Action	Due Date	Accountability
Improve and strengthen our relationships with Aboriginal and Torres Strait Islander stakeholders, organisations and peak bodies.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	December 2024	Manager, Aboriginal and Torres Strait Islander Health
	Review our engagement plan ' <i>An introduction to Aboriginal and Torres Strait Islander health cultural protocols and perspectives</i> ', incorporating key learnings into the development of a Cultural Governance Framework.	May 2025	Manager, Aboriginal and Torres Strait Islander Health
	Identify and address opportunities to strengthen our partnerships with key Aboriginal and Torres Strait Islander stakeholders such as, but not limited to: NACCHO, Lowitja, CATSINAM, IAHA, AIDA, NAATSIHWP and IGPTN.	July 2025	Manager, Aboriginal and Torres Strait Islander Health
	Each state and territory faculty to establish and strengthen relationship with their respective Aboriginal Community Controlled Health Organisations.	June 2025	Head of Member Experience
	Continue our support and membership of the Close the Gap Campaign.	July 2024, 2025	Manager, Aboriginal and Torres Strait Islander Health
	Using a range of internal communication channels, circulate Reconciliation Australia's National Reconciliation Week (NRW) resources and reconciliation materials to employees.	May 2024, 2025	Senior RAP Advisor
	Using a range of member facing communication channels, circulate Reconciliation Australia's NRW resources and reconciliation materials to members.	May 2024, 2025	Head of Member and External Communications
	Ensure all RWG members attend an external NRW event.	May 2024, 2025	Senior RAP Advisor
	Identify and remove barriers to all employees attending an external NRW event.	May 2024, 2025	Senior RAP Advisor
	Organise at least one national employee facing NRW event.	May 2024, 2025	Senior RAP Advisor
	Organise at least one national member facing NRW event or initiative.	May 2024, 2025	Member Engagement Team Lead
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2024, 2025	Senior RAP Advisor
	Each RACGP property to identify and organise a NRW activity or initiative to recognise NRW in a localised way.	May 2024, 2025	Senior RAP Advisor



**Increase awareness of reconciliation across our sphere of influence and proactively communicate our efforts to address key issues.**

Develop and implement a communications and engagement strategy to raise awareness of and provide practical examples to progress reconciliation across our workforce.	May 2024	Employee Communications Manager
Using a range of member facing and external communication channels, regularly communicate how we are progressing reconciliation publicly.	June 2024, 2025	Head of Member and External Communications
Explore opportunities to positively influence GPs to drive reconciliation outcomes.	July 2024	Head of Member Experience
Collaborate with RAP organisations and other medical colleges to develop innovative approaches to advance reconciliation.	July 2024	Senior RAP Advisor
Increase staff awareness and engagement in our RAP, measured through our culture survey, by 10% each year.	November 2024, 2025	Senior RAP Advisor
Develop and conduct a connect 'n' learn miniseries to educate and inform employees on the RAP and key reconciliation issues, including: <ul style="list-style-type: none"> <li>• The Aboriginal and Torres Strait Islander Health Faculty</li> <li>• Aboriginal and Torres Strait Islander supplier diversity</li> <li>• The Cultural Governance Framework</li> <li>• The role of cultural educators and advisors in delivering Aboriginal and Torres Strait Islander health training initiatives.</li> </ul>	June and November 2024, 2025	Senior RAP Advisor
Develop and launch new RAP website.	May 2024	Head of Marketing and Commercial
Maintain and regularly update our RAP Pulse page, our RAP and reconciliation resource hub for all RACGP employees.	June 2024, 2025	Senior RAP Advisor
Develop RAP introduction module for all new employees to complete during onboarding.	July 2024	Learning and Development Manager



**Understand, address and reduce the impacts of racism on Aboriginal and Torres Strait Islander employees.**

Review all People policies to identify existing anti-discrimination and anti-racism provisions and future needs.	May 2024	Head of People Support
Review and update the Working Together policy, ensuring the anti-racism and anti-discrimination provisions are fit-for-purpose and reflect best practice.	May 2024	Head of People Support
Seek advice and approval from the Aboriginal and Torres Strait Islander Steering Committee on anti-discrimination and anti-racism policy needs.	May 2024	Senior RAP Advisor
Provide anti-racism and anti-discrimination training to the Executive Team.	May 2024, 2025	Senior RAP Advisor
Continue to provide anti-racism and anti-discrimination fundamentals into people compliance training for all employees.	May 2024, 2025	Learning and Development Manager
Complete the Racism. It Stops With Me Workplace assessment tool and implement recommendations to further understand and address racism in the workplace.	July 2024	Senior RAP Advisor

# Respect

Aboriginal and Torres Strait Islander peoples deserve our deepest respect as the First Nations peoples of Australia. For the College specifically, respect is key to creating a culturally safe environment for all Aboriginal and Torres Strait Islander peoples who interact with the RACGP, whether this be staff, members, patients, or other stakeholders. We need to take our workforce on an ongoing learning and reflective practice to collectively improve our ways of working and learn from Aboriginal and Torres Strait Islander cultures, perspectives, and knowledge systems.



Dr Nicole Higgins and 2023 Growing Strong Award recipient, Dr Patrick McNamara.



Objective	Action	Due Date	Accountability
Increase levels of cultural capability, cultural safety and pride across our workforce.	Conduct a review of cultural learning needs within our organisation.	May 2024	Learning and Development Manager
	Seek advice and approval from the Aboriginal and Torres Strait Islander Steering Committee on our cultural learning framework.	May 2024	Senior RAP Advisor
	Finalise and launch two-year cultural learning framework for all employees.	May 2024	Learning and Development Manager
	Review, update and launch new online cultural learning module for all employees.	May 2024	Learning and Development Manager
	Ensure at least 90% of new employees have completed new online cultural learning module within three months of joining the College.	June 2024	Learning and Development Manager
	Ensure at least 90% of all employees have completed new online cultural learning module.	June 2025	Learning and Development Manager
	Conduct audit of RACGP properties to understand existing recognition and inclusion of Aboriginal and Torres Strait Islander cultures and identify future needs.	June 2024	National Property Manager
	Provide specific cultural learning to Executive Team that addresses Aboriginal and Torres Strait Islander leadership styles and ways of working.	March 2025	Senior RAP Advisor
	Provide specific cultural learning to Faculty Council Chairs and Deputy Chairs.	October 2025	Senior RAP Advisor
	Provide specific cultural learning to Talent Team that addresses unconscious bias in recruitment and HR practices.	July 2024	Senior RAP Advisor
	Provide specific cultural learning to People Managers that addresses unconscious bias in people management.	October 2024	Senior RAP Advisor
	Reserve one RWG meeting per year for a cultural learning workshop, experience or guest speaker.	June 2024, 2025	Senior RAP Advisor
	Coordinate one localised cultural learning experience for employees in each RACGP property.	July 2025	Senior RAP Advisor

<b>Embed observation of Aboriginal and Torres Strait Islander cultural protocols across the College.</b>	Develop on-demand training videos to deepen staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2024, 2025	Learning and Development Manager
	Review, update and communicate our cultural protocol policy, procedure and supporting resources for Welcome to Country and Acknowledgement of Country.	May 2024, 2025	Senior RAP Advisor
	Continue to ensure a Traditional Custodian is invited to provide a Welcome to Country at all major RACGP events.	June 2024, 2025	Head of Marketing and Commercial
	Continue to ensure an Acknowledgement of Country is provided at the commencement of all RACGP events and significant meetings.	June 2024, 2025	Senior RAP Advisor
	Ensure an Acknowledgement of Country plaque is displayed at all RACGP properties.	July 2024	National Property Manager
	Ensure the Aboriginal and Torres Strait Islander flags are displayed at all RACGP properties.	July 2024	National Property Manager
	In consultation with local Traditional Custodians, investigate opportunities to incorporate local Aboriginal and Torres Strait Islander languages and cultures into all RACGP properties.	June 2025	National Property Manager
<b>Build pride in Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week</b>	Ensure all RWG members attend an external NAIDOC Week event.	July 2024, 2025	Senior RAP Advisor
	Identify and remove barriers to all employees attending an external NAIDOC Week event.	July 2024, 2025	Senior RAP Advisor
	Using a range of internal communication channels, circulate NAIDOC Week resources to all employees.	July 2024, 2025	Senior RAP Advisor
	Using a range of member facing communication channels, circulate NAIDOC Week resources to all members.	July 2024, 2025	Head of Member and External Communications
	Sponsor or support a NAIDOC Week event organised by one of our key Aboriginal and Torres Strait Islander partner organisations.	July 2024, 2025	Manager, Aboriginal and Torres Strait Islander Health
	Organise at least one employee facing NAIDOC Week event.	July 2024, 2025	Senior RAP Advisor
	Organise at least one member facing NAIDOC Week event or initiative.	July 2024, 2025	Member Engagement Team Lead



**Include and embed respect for Aboriginal and Torres Strait Islander voices, cultures and communities when recognising or commemorating key dates of significance.**

Provide all employees with the option to work on 26 January and substitute for another day.	January 2025, 2026	Head of People Support
Using a range of internal communication channels, circulate resources to employees that discuss the issues around celebrating Australia Day on 26 January.	January 2025, 2026	Senior RAP Advisor
Develop and communicate the RACGP's position on 26 January.	January 2025	CEO
Using a range of internal communication channels, circulate Close the Gap Day resources to all employees.	March 2025, 2025	Senior RAP Advisor
Using a range of member facing communication channels, circulate Close the Gap Day resources to all members.	March 2025, 2026	Head of Member and External Communications
Organise at least one employee facing Close the Gap Day event.	March 2025, 2026	Senior RAP Advisor
Organise at least one member facing Close the Gap Day event.	March 2025, 2026	Manager, Aboriginal and Torres Strait Islander Health
Explore how Aboriginal and Torres Strait Islander perspectives and unique contributions are recognised in all dates of significance throughout the year.	January 2025, 2026	Senior RAP Advisor



# Opportunities

Aboriginal and Torres Strait Islander peoples continue to experience inequitable health and life outcomes due to historical and ongoing impacts of colonisation and systemic racism. At the College, providing equitable opportunities to Aboriginal and Torres Strait Islander employees, members, and businesses is key to addressing these outcomes and beginning to see a shift in ongoing power imbalances. Aboriginal and Torres Strait Islander peoples must be represented across all areas of our organisation, particularly in leadership and formalised strategies, policies and targets are required to progress this.



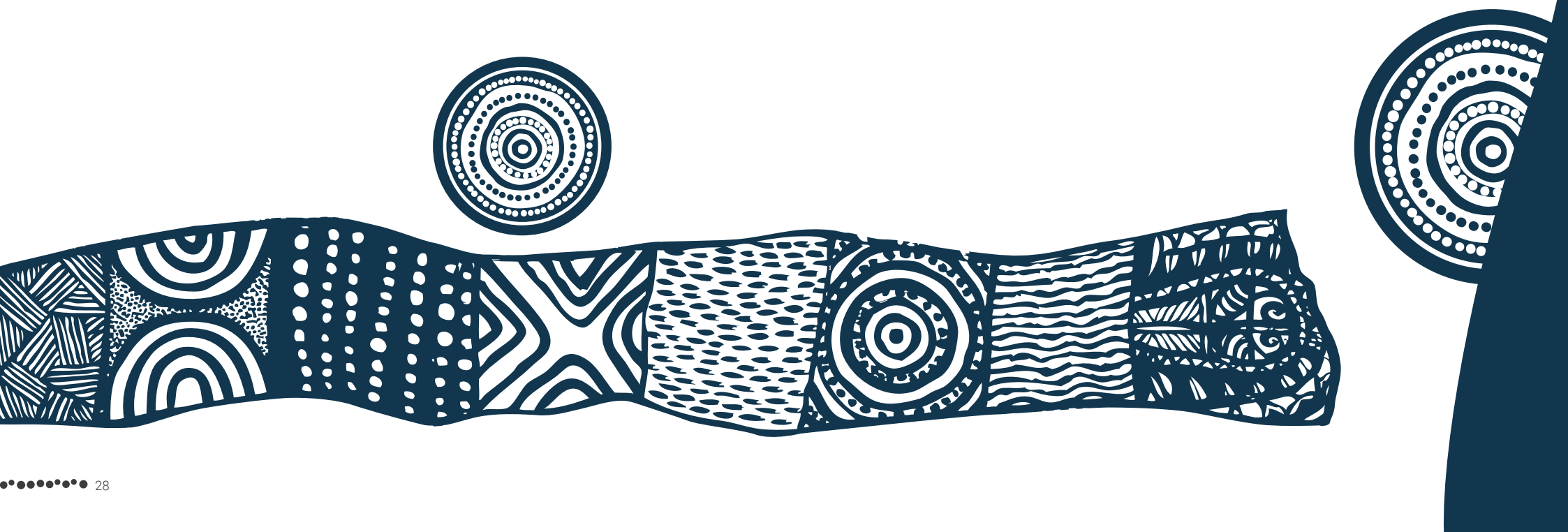
The Djirri Djirri dancers, a Wurundjeri female dance group.





Objective	Action	Due Date	Accountability
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development opportunities.	Review current process for capturing data on Aboriginal and Torres Strait Islander employees across the College and make improvements as required.	July 2024	Head of People Support
	Implement our Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	May 2024	Head of Talent
	Seek feedback from the Aboriginal and Torres Strait Islander Steering Committee on the effectiveness of the recruitment, retention and professional development strategy.	April 2025	Head of Talent
	Address feedback and update our Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	June 2025	Head of Talent
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June 2024	Talent Acquisition Lead
	Review recruitment practices to understand and address barriers to Aboriginal and Torres Strait Islander participation in our workplace.	September 2024	Talent Acquisition Lead
	Increase representation of Aboriginal and Torres Strait Islander employees across our workforce each year: <ul style="list-style-type: none"><li>• June 2024: 2%</li><li>• June 2025: 3%</li></ul>	June 2024, 2025	Head of Talent
	Establish an Aboriginal and Torres Strait Islander employee network for peer-to-peer relationships, support and connection across the College.	July 2024	Senior RAP Advisor
	Establish an Aboriginal and Torres Strait Islander traineeship program.	August 2025	Head of Talent
	Investigate opportunities to recognise and remunerate Aboriginal and Torres Strait Islander employees who carry a cultural load as part of their role.	July 2025	Head of Talent
	Develop a business case to establish a new role within the College, Aboriginal and Torres Strait Islander Liaison Officer.	March 2025	Head of Talent

Increase the representation and spend on Aboriginal and Torres Strait Islander businesses in our supply chain.	Introduce Aboriginal and Torres Strait Islander procurement strategy into Procurement Policy.	May 2024	Senior Procurement Manager
	Renew our Supply Nation membership annually.	December 2024, 2025	Senior Procurement Manager
	Review and update procurement processes to address barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	July 2024	Senior Procurement Manager
	Develop and maintain commercial relationships with two Aboriginal and/or Torres Strait Islander suppliers per year.	June 2024, 2025	Senior Procurement Manager
	Develop effective process for capturing and reporting on expenditure of goods/services delivered by Aboriginal and Torres Strait Islander suppliers.	May 2024	Senior Procurement Manager
	Increase procurement spend with Aboriginal and Torres Strait Islander businesses each year. <ul style="list-style-type: none"> <li>• June 2024: 1%</li> <li>• June 2025: 2%</li> </ul>	June 2024, 2025	Senior Procurement Manager





Professor Peter O'Mara, Former Chair, RACGP  
Aboriginal and Torres Strait Islander Health.



# Governance

Aboriginal and Torres Strait Islander ways of knowing, being and doing must be represented and embedded across all College governance structures to ensure we are effectively and genuinely supporting self-determination. Good governance is required for the RAP to truly contribute to structural, transformative, and long-term change at the RACGP.



William Barton, one of Australia's leading didgeridoo players and composers, delivered a 5min performance as part of the conference opening at the WONCA 2023 World Conference.

Objective	Action	Due Date	Accountability
Maintain an effective RAP Working Group to drive governance of our RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	December 2024, 2025	Senior RAP Advisor
	Review and update Terms of Reference for the RWG.	December 2024, 2025	Senior RAP Advisor
	Maintain bimonthly meetings for the RWG.	December 2024, 2025	Senior RAP Advisor
Increase representation of Aboriginal and Torres Strait Islander voices in our governance and decision-making structures throughout the College.	Review and update Terms of Reference for the Aboriginal and Torres Strait Islander Steering Committee.	December 2024, 2025	Senior RAP Advisor
	Maintain bimonthly meetings for the Aboriginal and Torres Strait Islander Steering Committee.	December 2024, 2025	Senior RAP Advisor
	Review the RACGP Constitution to ensure Aboriginal and Torres Strait Islander peoples are meaningfully represented.	June 2025	Senior RAP Advisor
	Maintain Aboriginal and/or Torres Strait Islander representation on the RACGP Board.	October 2024, 2025	President
	Establish and maintain Aboriginal and/or Torres Strait Islander representation on the Workplace Health and Safety Committee.	June 2025	Health, Wellbeing and Rehabilitation Manager
	Establish and maintain Aboriginal and/or Torres Strait Islander representation on each Faculty Council.	September 2025	Head of Member Experience
	Establish and maintain Aboriginal and/or Torres Strait Islander representation on the Executive Advisory Group.	June 2024	CEO
	Consult the National Faculty of Aboriginal and Torres Strait Islander Health on all position statements.	Ongoing, review in December 2024, 2025	Chief Advocacy Officer
	Include a question prompt in templates to confirm whether Aboriginal and Torres Strait Islander perspectives have been sought.	December 2024	Senior RAP Advisor

<b>Ensure our RAP is appropriately resourced and supported by effective systems and processes.</b>	Confirm budget and resource requirements for RAP implementation in FY25 and FY26.	May 2024, 2025	Senior RAP Advisor
	Include key RAP metrics in Executive Team's collective objectives.	June 2025	CEO
	Develop and maintain effective system to track, measure and report on our RAP.	May 2024, 2025	Senior Manager, Business Intelligence and Insights
	Maintain an internal RAP Champion/Executive Sponsor from the Executive Team.	June 2024, 2025	Senior RAP Advisor
<b>Strengthen accountability and transparency by maintaining strong reporting practices to our employees, members and the general public.</b>	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2024, 2025	Senior RAP Advisor
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	August 2024, 2025	Senior RAP Advisor
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2024, 2025	Senior RAP Advisor
	Report RAP progress to Executive Team, PCNR Committee and Aboriginal and Torres Strait Islander Faculty Council each quarter.	Quarterly 2024, 2025	Senior RAP Advisor
	Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	Senior RAP Advisor
	Publicly report our RAP achievements, challenges and learnings each year.	July 2024, 2025	Senior RAP Advisor
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	April 2026	Senior RAP Advisor
	Register via Reconciliation Australia's website to begin developing our next RAP.	October 2025	Senior RAP Advisor





Yes campaign for an Aboriginal and Torres Strait Islander Voice to Parliament, 2023.



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#### Disclaimer

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We acknowledge the Traditional Custodians of the lands and seas on which we work and live, and pay our respects to Elders, past, present and future.