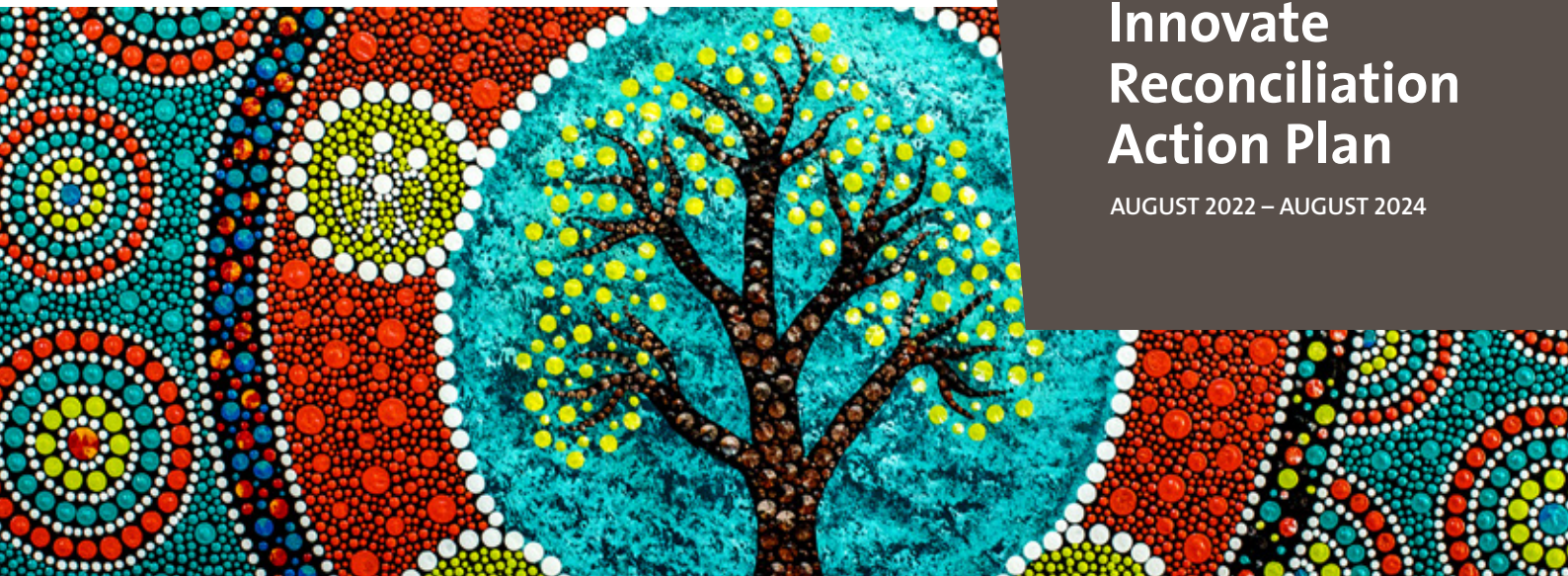




Australian  
**Nursing & Midwifery**  
Accreditation Council

# Innovate Reconciliation Action Plan

AUGUST 2022 – AUGUST 2024



RECONCILIATION  
ACTION PLAN

INNOVATE

## ABOUT THE ARTIST – SARAH RICHARDS

A Ngijampaa woman born on Gadigal land, Sarah is a practicing artist living on Ngunnawal/Ngambri country since 2012.



Sarah was awarded ACT NAIDOC Artist of the year in 2015. In 2018, Sarah used the knowledge from her commerce degree and CPA qualification to turn her passion from

a hobby into a small business and created Marrawuy Journeys. Marrawuy (Mar-ra-way) in her ancestors' language of the Wongaibon people means red kangaroo and was the

totem of one of her ancestors, Richard King. This is one of the reasons she has chosen to go by Marrawuy Journeys but the other is the fact that a kangaroo can't easily jump backwards. This also resonates strongly with Sarah because no matter what challenge she is thrown, she keeps moving forward. Marrawuy Journeys has a vision of healing as individuals so that we can heal as a country. Having a creative outlet allowed Sarah to undergo a journey of healing and through Marrawuy Journeys Sarah creates opportunities for others to experience the same.



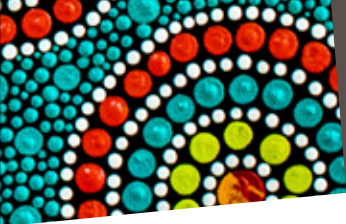
## GROWING TOGETHER (40x40 inches) DEC 2020

"Growing Together" depicts ANMAC's reconciliation journey and their wide-spread impact as the independent accrediting authority for nursing and midwifery education. This reach is represented in the background by Australia's red earth and blue oceans and the communities within.

The two interlocking lines, that weave from bottom-left to top-right, represent ANMAC and First Nation people's continuous journey of working together towards reconciliation with a focus on diversity among individuals coming together to create a place of trust, respect, and friendship.

The tree in the centre represents the continuation of ANMAC's reconciliation journey with the branches representing ANMAC's values. During the Innovate stage, there is a focus on learning more about First Nations culture and growing as individuals to support each other and celebrate each other's differences.

Lastly, the stretch RAP is represented in the top right-hand corner by two hands and the five dimensions of reconciliation (also represented by the five green circles around the tree). By including them in the Innovate stage, it signifies ANMAC's forward-looking focus of their reconciliation journey.



# Contents

Acknowledgement.....	4
Reconciliation Action Plan summary .....	6
Message from the Chair.....	8
Message from the CEO .....	9
Message from Reconciliation Australia .....	10
About the Australian Nursing and Midwifery Accreditation Council .....	12
Vision for Reconciliation .....	16
The purpose of the ANMAC RAP .....	17
Reconciliation journey.....	18
The RAP Working Group.....	24
Relationships.....	26
Respect .....	32
Opportunities.....	38
Governance .....	45

# Acknowledgement

*ANMAC honours the  
Traditional Custodians  
of Country throughout  
Australia.*

We acknowledge their continuing connection to the land, waters and sky.  
We acknowledge our gratitude that we share these lands, waters and sky today, our sorrow for the costs of that sharing, and our hope and belief we can move to a place of equity, justice and partnership together.

ANMAC would like to acknowledge the Ngunnawal, Ngambri and Ngarigu people, the Traditional Custodians of the lands upon which ANMAC's head office located in Canberra, ACT.

ANMAC has eight employees that work interstate. We also acknowledge the Giabal, Jagera, Jarowair and Turrbul people in Queensland, Kurna people in South Australia and the Wadawurrung, and Dja Dja Wurrung people in Victoria. We pay respect to their Elders past, present and emerging.





# Reconciliation Action Plan summary

This Reconciliation Action Plan (RAP) informs ANMAC's internal and external stakeholders of the actions we will take in the next two years as part of our reconciliation journey.

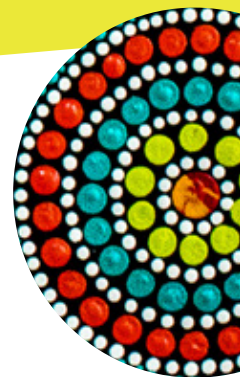
The development of our Innovate Reconciliation Action Plan supports the achievement of our Strategic Objective to Improve Aboriginal and Torres Strait Islander health. In partnership with the Australian Osteopathic Accreditation Council, we are committed to promoting, encouraging and supporting reconciliation among our internal and external stakeholders.


Our Innovate RAP has a strong focus on formalising initiatives to encourage reconciliation among our internal stakeholders through the development of an engagement plan and reviewing policies and procedures. Participation in cultural safety, anti-discrimination and effects of racism training will embed a culture of reconciliation within the organisation.

In this RAP we have increased our focus on strengthening our existing relationships, and we will seek opportunities to create new meaningful relationships with Aboriginal and Torres Strait Islander organisations and peoples. Through these relationships we hope to create opportunities for the nursing and midwifery professions to improve health outcomes for Aboriginal and Torres Strait Islander people and implement culturally safe health care practices

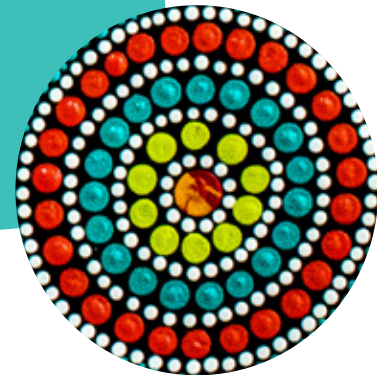
Through our accreditation standards, we empower education providers to embed Aboriginal and Torres Strait Islander health, history and culture in nursing and midwifery programs. This creates graduates who have a deeper understanding of the impact of colonisation on the cultural, social and spiritual lives of Aboriginal and Torres Strait Islander peoples, which has contributed to significant health inequity in Australia.

The Reconciliation Action Plan Working Group supported by the ANMAC Board, and the Executive Team is excited to embark on the next stage of our reconciliation journey.





ANMAC is committed to contributing collaboratively to a broader national effort to improve aboriginal and Torres Strait Islander people health through the education of nurses and midwives and other health professionals.





# Message from the CEO



Australian Nursing and Midwifery Accreditation Council's (ANMAC) Innovate Reconciliation Action Plan (RAP)

The RAP forms an integral part of ANMAC's

commitment to reconciliation and to promoting the health, history and culture of Aboriginal and Torres Strait Islander peoples and their communities.

We are proud of the reconciliation journey we have had so far where we have forged relationships with Aboriginal and Torres Strait Islander stakeholders. ANMAC is committed to contributing collaboratively to a broader national effort to improve Aboriginal and Torres Strait Islander Peoples health through the education of nurses and midwives and other health professionals.

ANMAC will continue to work with the Congress of Aboriginal and Torres Strait Islander Nurses and Midwives through the recommendations from the "*Getting em and keeping em and growin em Report*" as well as our Innovate Reconciliation Action Plan.

The staff at ANMAC look forward to continuing our reconciliation journey with the progression of the actions from the Innovate RAP.

A handwritten signature in black ink, which appears to read 'Fiona Stoker'.

**Clinical Professor Fiona Stoker**  
*Chief Executive Officer*



# Message from Reconciliation Australia

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 over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater

than ever. Australian Nursing and Midwifery Accreditation Council (ANMAC) continues to be part of a strong network of more than 1,100 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 ANMAC will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to ANMAC 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 ANMAC 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, ANMAC will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of ANMAC's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

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



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

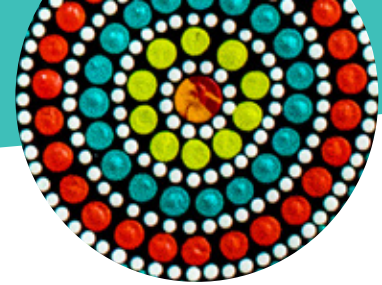


# About the Australian Nursing and Midwifery Accreditation Council

Our vision is for all communities to receive best practice care from nursing and midwifery professions. This vision supports the functions undertaken by staff in ANMAC's Accreditation Services and Skilled Migration Services.

ANMAC helps protect the health and safety of the Australian Community through our role as:

- an external accreditation authority appointed by the Nursing and Midwifery Board of Australia (NMBA) that is responsible for accrediting nursing and midwifery programs that lead to eligibility to apply for registration or endorsement with the NMBA, under Australia's National Registration and Accreditation Scheme
- an approved and independent assessing authority authorised by the Department of Home Affairs to assess skills and qualifications of nurses and midwives seeking to migrate to Australia, under the Australian Government's General Skilled Migration program.



## Accreditation Services

Our accreditation functions include:

- develop and review accreditation standards by way of wide consultation and to publish these standards on the ANMAC website once approved by the NMBA
- assess programs of study and the education providers that provide these programs to determine whether they meet approved accreditation standards
- accredit programs assessed as meeting approved accreditation standards
- monitor accredited programs and education providers to ensure approved accreditation standards continue to be met.

## Skilled Migration Services

Our skilled migration functions include:

- assess the skills of nurses and midwives for general migration purposes
- determine whether nurses and midwives seeking to practice in Australia have completed programs of study that meet required accreditation standards
- assess international qualified nurses and midwives seeking to work in Australia under the General Skilled Migration program
- assess visa suitability for international applicants who have completed an Australian nursing or midwifery program and obtained registration in Australia or New Zealand
- develop, review and provide policy advice on skilled migration of nurses and midwives to relevant organisations.



We have a dedicated team of staff who work together to provide ANMAC's accreditation, skilled migration and operational services. We have 22 staff in the head office located in Canberra and eight staff who work from home-based offices in Adelaide, Brisbane, Toowoomba, Melbourne and Regional Victoria. At present ANMAC does not employ any Aboriginal and Torres Strait Islander people.

ANMAC is governed by a Board of nine Directors. Our Board of Directors is made up of five-member organisations, two community Directors, an accreditation expert and a vocational education and training (VET) sector expert. One of our five-member organisations is the Congress of Aboriginal and Torres Strait Islander Nurses and Midwives (CATSINaM).

ANMAC's head office was co-located with CATSINaM from January 2017 until 31 August 2021 allowing the relationship between the organisations to be developed and strengthened through collaboration on projects and initiatives.

ANMAC provides executive and administrative services to the Australian Osteopathic Accreditation Council (AOAC). AOAC is the external accreditation authority appointed by the Osteopathy Board of Australia (OBA) that is responsible for accrediting osteopathy programs that lead to eligibility to apply for registration with the OBA, under Australia's National Registration and Accreditation Scheme.

Like ANMAC, AOAC's accreditation functions include:

- develop and review accreditation standards by way of wide consultation and to publish these standards on the ANMAC website once approved by the NMBA
- assess programs of study and the education providers that provide these programs to determine whether they meet approved accreditation standards
- accredit programs assessed as meeting approved accreditation standards
- monitor accredited programs and education providers to ensure approved accreditation standards continue to be met
- assessment of overseas qualified osteopaths who seek to migrate to Australia.

AOAC is governed by a Board of Directors. The AOAC Board is made up of six Directors, including registered osteopaths and community members with skills in finance and governance. We have a close working relationship with the AOAC Directors which enables us to share information, key learnings and develop a close interprofessional relationship. With no employees of its own, AOAC is not eligible to develop and implement their own RAP. To support AOAC's strategic objective to 'improve Aboriginal and Torres Strait Islander health' AOAC have partnered with ANMAC on this reconciliation journey.

ANMAC is committed to reconciliation, and we celebrate the diverse communities throughout Australia and commit to working together with Aboriginal and Torres Strait Islander peoples to provide culturally safe practices in all aspects of our organisation





## Vision for Reconciliation

Our Vision for reconciliation is to ensure all nurses and midwives enter the health workforce with a respect for the dignity and cultures of Aboriginal and Torres Strait Islander Peoples.

### Our Mission is to:

- Ensure Nursing and midwifery programs include content specific to Aboriginal and Torres Strait Islander Peoples health, histories, and cultures.
- Ensure that nursing and midwifery graduates meet the Nursing and Midwifery Board of Australia's Professional standards for practice. This includes caring for Aboriginal and Torres Strait Islander people in a culturally safe and appropriate manner.
- Ensure that we meet the ANMAC Strategic Objective of 'Improving Aboriginal and Torres Strait Islander health.'



# The purpose of the ANMAC RAP

**ANMAC contributes to reconciliation by role modelling cultural safety and supporting the health and safety of First Nations peoples. Our role as the nursing and midwifery education accrediting body and assessing authority for migration/skilled workforce aspires to and bring about positive, lasting change within nursing and midwifery.**

Reconciliation is especially important for healthcare professionals providing direct care to First Nations peoples in acute and community care. ANMAC is committed to making a difference to the health outcomes of Aboriginal and Torres Strait Islander peoples across Australia. Through the ANMAC accreditation standards we promote education programs where students have the cultural understanding and leadership skills to support closing the gap in health outcomes so that Aboriginal and Torres Strait Islander people will enjoy the same quality and longevity of life as other Australians.

ANMAC commits to reconciliation as a healing process that acknowledges the wrongs and injustices that have impacted, and continue to impact, the lives of First Nations people.

Reconciliation focuses on righting wrongs, learning from the past and creating the future. In committing to reconciliation, it is possible to bring people together. ANMAC's journey is one towards a place of equity, justice, and partnership together.

ANMAC's Innovate RAP actions are directed towards:

- Aboriginal and Torres Strait Islander peoples' cultural and social experiences (including how racism impacts health) being better understood and respected,
- Aboriginal and Torres Strait Islander people having equal opportunities for study, employment, and participation in nursing and midwifery professions.

The staff of ANMAC aspire to live reconciliation through actions based on our values of excellence, inclusion, accountability, integrity, and lifelong learning.

# Reconciliation journey

As the external accreditation entity for nursing and midwifery education providers and programs, ANMAC is responsible for developing and reviewing accreditation standards for the accreditation of nursing and midwifery education providers and programs.

The first national accreditation standards for nursing and midwifery programs were developed in 2009. These required education providers to ensure nursing and midwifery graduates understood the history, health and cultures of Aboriginal and Torres Strait Islander people. Graduates were also taught to deliver culturally safe health care to Aboriginal and Torres Strait Islander peoples. The nursing and midwifery education programs accredited under these standards also encouraged the enrolment of Aboriginal and Torres Strait Islander students and provided a range of supports for these students.

Accreditation standards are reviewed in a five-year cycle. ANMAC's accreditation standards are developed through wide ranging consultation and lead by a Professional Reference Group, formerly an Expert Advisory Group, that includes in its membership Aboriginal and Torres Strait Islander stakeholders. ANMAC is committed to ensuring that the accreditation standards continue to include Aboriginal and Torres Strait Islander content in the curriculum. With the development of the Registered Nurse Accreditation Standard 2012, ANMAC required all nursing and midwifery program providers to demonstrate:

Inclusion of a discrete subject specifically addressing Aboriginal and Torres Strait Islander peoples' history, health, wellness and culture. Health conditions prevalent among Aboriginal and Torres Strait Islander peoples are also appropriately embedded into other subjects within the curriculum.

The publication of ANMAC RAP's enables us to demonstrate to our stakeholders our commitment to reconciliation and our journey to date.

## 2009

The first set of national accreditation standards for nursing and midwifery programs were published by the Australian Nursing and Midwifery Council in February 2009. These standards supported a commitment to ensure nursing and midwifery graduates had an understanding of history, health and culture of Aboriginal and Torres Strait Islander people.

## 2010

ANMC was appointed the external accreditation entity for all nursing and midwifery education providers and programs under the National Registration and Accreditation Scheme which came into effect on 1 July 2010.

The ANMC changed its name to the Australian Nursing and Midwifery Accreditation Council (ANMAC) in November 2010 to reflect its principal role as an accrediting authority.

The governance structure of ANMAC included the Congress of Aboriginal and Torres Strait Islander Nurses and Midwives (CATSINaM) as one of the five Member Organisations. CATSINaM holds a Member Director seat on the ANMAC Board.

## 2012

In October, ANMAC published the first iteration of the Registered Nurse Accreditation Standards 2012. The review and development of these accreditation standards was led by an Expert Advisory Group and included two rounds of stakeholder consultation, which included Aboriginal and Torres Strait Islander people. These accreditation standards introduced the requirement for registered nursing programs to have a discrete unit in the curriculum specifically addressing Aboriginal and Torres Strait Islander peoples' history, health, wellness and cultures. This change was reflected in the next iteration of all the nursing and midwifery accreditation standards.

## 2015

In October and November, all ANMAC staff undertook two-day Cultural respect and safety – engaging respectfully with Aboriginal Australians' workshop'. The training was coordinated by the Congress of Aboriginal and Torres Strait Islander Nurses and Midwives (CATSINaM). ANMAC maintains this commitment to face-to-face cultural respect and safety training, providing all new staff with the opportunity to attend.

## 2018

In March, ANMAC supported the joint statement by the Nursing and Midwifery Board of Australia, Australian Nursing and Midwifery Federation, the Australian College of Nursing, the Australian College of Midwives and the Congress of Aboriginal and Torres Strait Islander Nurses and Midwives "Cultural safety: Nurses and midwives leading the way for safer healthcare." The joint statement outlines why the principles of cultural safety are included in the NMBA's codes of conduct. The principle of cultural safety in the new Code of conduct for nurses and Code of conduct for midwives (the codes) provides simple, common sense guidance on how to work in a partnership with Aboriginal and Torres Strait Islander Peoples.

**Following the joint statement, ANMAC adopted the agreed definition of cultural safety as published in the Code of conduct for nurses and Code of conduct for midwives.**

**Cultural safety** concept was developed in a First Nations' context and is the preferred term for nursing and midwifery. Cultural safety is endorsed by the Congress of Aboriginal and Torres Strait Islander Nurses and Midwives (CATSINaM), who emphasise that cultural safety is as important to quality care as clinical safety. However, the “presence or absence of cultural safety is determined by the recipient of care; it is not defined by the caregiver” (CATSINaM, 2014, p. 9). Cultural safety is a philosophy of practice that is about how a health professional does something, not [just] what they do. It is about how people are treated in society, not about their diversity as such, so its focus is on systemic and structural issues and on the social determinants of health. Cultural safety represents a key philosophical shift from providing care regardless of difference, to care that takes account of peoples' unique needs.

It requires nurses and midwives to undertake an ongoing process of self-reflection and cultural self-awareness, and an acknowledgement of how a nurse's/midwife's personal culture impacts on care. In relation to Aboriginal and Torres Strait Islander health, cultural safety provides a de-colonising model of practice based on dialogue, communication, power sharing and negotiation, and the acknowledgment of white privilege. These actions are a means to challenge racism at personal and institutional levels, and to establish trust in healthcare encounters (CATSINaM, 2017b, p. 11<sup>2</sup>). In focusing on clinical interactions, particularly power inequity between patient and health professional, cultural safety calls for a genuine partnership where power is shared between the individuals and cultural groups involved in healthcare. Cultural safety is also relevant to Aboriginal and Torres Strait Islander health professionals.

Non-Indigenous nurses and midwives must address how they create a culturally safe work environment that is free of racism for their Aboriginal and Torres Strait Islander colleagues (CATSINaM, 2017a<sup>3</sup>).

In June, the ANMAC Board endorsed the Strategic Plan, adding the Strategic Objective to 'Improve Aboriginal and Torres Strait Islander health' and associated initiatives.

Following endorsement of the Strategic Plan the Board agreed to support:

- National Scheme Aboriginal and Torres Strait Islander Health Strategy Statement of Intent.
- National health Leadership Forum submission for constitutional recognition of Aboriginal and Torres Strait Islander Peoples to the Joint Select Committee on Constitutional recognition
- Uluru Statement from the Heart.

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1 CATSINaM, 2014, *Towards a shared understanding of terms and concepts: strengthening nursing and midwifery care of Aboriginal and Torres Strait Islander peoples*, CATSINaM, Canberra.

2 CATSINaM, 2017b, *The Nursing and Midwifery Aboriginal and Torres Strait Islander Health Curriculum Framework (Version 1.0)*, CATSINaM, Canberra.

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3 CATSINaM, 2017a, *Position statement: Embedding cultural safety across Australian nursing and midwifery*, CATSINaM, Canberra.

## 2019

In March, ANMAC's Reflect RAP was endorsed by Reconciliation Australia. ANMAC launched the Reflect RAP at the Australian National Botanical Gardens, with a guided Aboriginal Plant Use Trail walk and afternoon tea with Kristy Peters (RAP artist) and associates and the staff of the Congress of Aboriginal and Torres Strait Islander Nurses and Midwives.

In August, ANMAC arranged a two-day face-to-face cultural respect and safety training for three new ANMAC staff members and five Board Directors at a two-day workshop to achieve one of the Reflect RAP deliverables.

In October, ANMAC purchased online cultural competency training through the Special Broadcasting Services (SBS) for all staff to complete.

In November, ANMAC published the Registered Nurse Accreditation Standards and essential evidence document. This provided an opportunity to further strengthen the Aboriginal and Torres Strait Islander standard criteria included in nursing education programs. The review was led by a Professional Reference Group, Aboriginal and Torres Strait Islander nurses were represented by a member from the Congress of Aboriginal and Torres Strait Islander Nurses and Midwives (CATSINaM).

The evidence guide specifies essential evidence that must be presented to the accreditation team to meet the standards criteria. For the Aboriginal and Torres Strait Islander standard criteria ANMAC requires the following evidence:

- Affirmative action strategies in place to enrol, support and retain Aboriginal and Torres Strait Islander students.

- Subject outline of this discrete subject including learning outcomes, subject content and assessment addressing Aboriginal and Torres Strait Islander peoples' history, culture and health and referencing the Nursing and Midwifery Aboriginal and Torres Strait Islander Health Curriculum Framework (8).
- Mapping across the program of content relevant to health outcomes of Aboriginal and Torres Strait Islander peoples based on national health priorities—as an example, see the National Aboriginal and Torres Strait Islander Health Plan 2013–2023 (9).
- Completed Staff Matrix Template identifying staff teaching into this subject and their qualifications and experience.

These requirements will be reflected in the next iteration of all the nursing and midwifery accreditation standards.

## 2020

In February, the ANMAC Board agreed to support the National Scheme's Aboriginal and Torres Strait Islander Health and Cultural Safety Strategy 2020-2025. The CEO and Board Chair attended the launch of the Strategy. The aim of the strategy is to produce consistency and quality improvement in matters of Aboriginal and Torres Strait Islander health and cultural safety across the National Scheme. The National Scheme's Aboriginal and Torres Strait Islander Health and Cultural Safety Strategy 2020-2025 aims to make cultural safety the norm for Aboriginal and Torres Strait Islander patients. It sets a clear direction and course of action for Ahpra, National Boards and Accreditation Authorities, who together regulate Australia's 740,000 registered health practitioners.

In May, ANMAC purchased an online Aboriginal and Torres Strait Islander Course through Special Broadcasting Service (SBS). This was provided to all staff to completed as part of recognising National Reconciliation Week.





# The RAP Working Group

**After our Reflect RAP was launched in 2019 ANMAC was committed to starting on the next stage of our reconciliation Journey.**

A working group was formed with members representing each section of ANMAC. This was to encourage staff to get involved and to communicate and support the development of the RAP throughout the organisation.

The RAP is Championed by Clinical professor Fiona Stoker, Chief Executive Officer, ANMAC.

The Innovate RAP working group meets fortnightly to discuss the RAP and agree on initiatives ANMAC can develop that meet the requirements of the Innovate RAP.

ANMAC invited a member of the Congress of Aboriginal and Torres Strait Islander Nurses and Midwives (CATSINAM) to join the working group. This was to help guide ANMAC and offer advice and perspectives from Aboriginal and Torres Strait Islander nurses and midwives as we developed our RAP\*.

ANMAC engaged Willyama Services, sourced through Supply Nation, to consult on our RAP. Willyama Services provided an Aboriginal voice by sharing their perspective and recommendations on the ANMAC RAP.

\* No CATSINaM representative from February – June 2020 and July – December 2020.



RAP Working Group Members:

**Clinical professor Fiona Stoker** CEO, ANMAC

**Wendy Penney** Associate Director, Accreditation Services

**Kate Imeson** Administration Officer, Accreditation Services

**Aeyasha Mohammed** Assessor, Skilled Migration Services (SMS)

**Taryn Simpson** Administration Officer, Office of the CEO (OCEO)

**Rhianna Connors-Johnson** Willyama Services

**Phoebe Dent** Senior Project Officer, CATSINaM

**Sarah Stewart** Chief Operations Officer, CATSINaM



## Relationships

ANMAC values its relationship with Aboriginal and Torres Strait Islander peoples and understands that working in partnership is key to achieving our strategic objective 'to improve Aboriginal and Torres Strait Islander health' and increasing the cultural awareness levels within our organisation.



We are committed to working collaboratively through genuine engagement with Aboriginal and Torres Strait Islander communities by providing opportunities for meaningful consultation. ANMAC views the development of our RAP as a mechanism through which we can proactively develop and foster our relationships with Aboriginal and Torres Strait Islander peoples and organisations. We can model those relationships to all of our stakeholders, thus promoting and progressing reconciliation in practice.

Action	Deliverable	Timeline	Responsibility
<b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations</b>	1.1 Develop and build new mutually beneficial partnerships with Aboriginal and Torres Strait Islander peoples and with peak Aboriginal and Torres Strait Islander stakeholders.	• June 2023, 2024	<ul style="list-style-type: none"> <li>• CEO ANMAC</li> <li>• Director Accreditation Services</li> <li>• Director Corporate Services</li> <li>• Manager Skilled Migration Services</li> </ul>
	1.2 Maintain relationship with CATSINaM	• June 2023, 2024	<ul style="list-style-type: none"> <li>• CEO ANMAC</li> <li>• Director Accreditation Services</li> <li>• Director Corporate Services</li> <li>• Director Skilled Migration Services</li> </ul>
	1.3 Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	• June 2023	<ul style="list-style-type: none"> <li>• CEO AMNAC</li> <li>• Director Accreditation Services</li> <li>• Director Corporate Services</li> <li>• Director Skilled Migration Services</li> </ul>
	1.4 Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations..	• June 2023	<ul style="list-style-type: none"> <li>• Executive Officer</li> <li>• Director Accreditation Services</li> <li>• Director Corporate Services</li> <li>• Director Skilled Migration Services</li> </ul>

Action	Deliverable	Timeline	Responsibility
2. Establish and maintain mutually beneficial relationships with 'likeminded' stakeholders and organisations to advance our reconciliation journey.	2.1 Explore opportunities to develop new relationships with 'likeminded' organisations to collaborate with on our RAP journey to develop ways to advance reconciliation.	<ul style="list-style-type: none"> <li>• August 2022</li> <li>• June 2023</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Officer</li> <li>• Director Accreditation Services</li> <li>• Director Corporate Services</li> <li>• Director Skilled Migration Services</li> </ul>
	2.2 Collaborate with National Scheme entities to develop ways to advance reconciliation using the National Scheme's Aboriginal and Torres Strait Islander Health and Cultural Safety Strategy 2020-2025 and the Statement of Intent.	<ul style="list-style-type: none"> <li>• August 2022</li> <li>• November 2022</li> <li>• March 2023</li> </ul>	<ul style="list-style-type: none"> <li>• CEO</li> <li>• Executive Officer, OCEO</li> <li>• Director Accreditation Services</li> <li>• Director Corporate Services</li> <li>• Director Skilled Migration Services</li> </ul>
3. Build relationships through celebrating National Reconciliation Week (NRW)	3.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	<ul style="list-style-type: none"> <li>• May 2023</li> <li>• May 2024</li> </ul>	<ul style="list-style-type: none"> <li>• Administration Officer (OCEO)</li> </ul>
	3.2 RAP Working Group members to participate in an external NRW event..	<ul style="list-style-type: none"> <li>• 27 May- 3 June, 2023, 2024</li> </ul>	<ul style="list-style-type: none"> <li>• Administration Officer (OCEO)</li> </ul>
	3.3 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	<ul style="list-style-type: none"> <li>• 27 May- 3 June, 2023, 2024</li> </ul>	<ul style="list-style-type: none"> <li>• CEO</li> </ul>
	3.4 Organise at least one NRW event each year.	<ul style="list-style-type: none"> <li>• 27 May- 3 June, 2023, 2024</li> </ul>	<ul style="list-style-type: none"> <li>• Administration Officer (OCEO)</li> </ul>

Action	Deliverable	Timeline	Responsibility
	3.5 Register our NRW events on Reconciliation Australia's NRW website.	<ul style="list-style-type: none"> <li>• May 2023, 2024</li> </ul>	<ul style="list-style-type: none"> <li>• Administration Officer (OCEO)</li> </ul>
	3.6 Promote NRW on our social media platforms using the resources available on RA website e.g., Banners, posters, photos	<ul style="list-style-type: none"> <li>• May 2023, 2024</li> </ul>	<ul style="list-style-type: none"> <li>• Administration Officer (OCEO)</li> </ul>
<b>4. Promote reconciliation to our internal and external stakeholders through our sphere of influence.</b>	4.1 Implement strategies to engage our staff in reconciliation.	<ul style="list-style-type: none"> <li>• August 2022</li> <li>• June 2023</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Officer</li> </ul>
	4.2 Communicate our commitment to reconciliation publicly through social media and the ANMAC and AOAC websites	<ul style="list-style-type: none"> <li>• September 2022</li> <li>• November 2022</li> <li>• March 2023</li> <li>• May 2023</li> </ul>	<ul style="list-style-type: none"> <li>• Administration Officer (OCEO)</li> </ul>
	4.3 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	<ul style="list-style-type: none"> <li>• May 2023</li> <li>• May 2024</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Officer</li> <li>• Administration Officer (OCEO)</li> </ul>

Action	Deliverable	Timeline	Responsibility
<b>5. Promote positive race relations through anti-discrimination strategies.</b>	5.1 Conduct a review of HR policies and procedures to ensure there are no existing anti-discrimination provisions, for future needs.	• August 2022	• Director of Corporate Services
	5.2 Engage with Aboriginal and Torres Strait Islander staff/stakeholders when reviewing our existing policies and consult on our anti-discrimination policy provisions.	• September 2022	• Director of Corporate Services
	5.3 Develop, implement and communicate anti-discrimination strategy for all staff.	• December 2022	• Director of Corporate Services
	5.4 Provide training to all staff and senior leaders on the effects of racism, either through appropriate online resources or face-to-face training.	• August 2022, 2023	• Director of Corporate Services

Action	Deliverable	Timeline	Responsibility
<b>6. Promote reconciliation through relationships with Accreditation Assessors</b>	6.1 Provide a safe environment to encourage our current Accreditation Assessors to identify as Aboriginal and/or Torres Strait Islander people on our assessor register by making them aware of our: <ul style="list-style-type: none"> <li>• Reconciliation Action Plan</li> <li>• culturally safe work environment</li> <li>• acknowledgement of the value they contribute to the assessment process</li> </ul>	<ul style="list-style-type: none"> <li>• August 2022</li> <li>• June 2023, 2024</li> </ul>	<ul style="list-style-type: none"> <li>• Associate Director- Accreditation Services team</li> </ul>
	6.2 Encourage Aboriginal and Torres Strait Islander people involved in nursing and midwifery professions and education programs to register to be an Accreditation Assessor by making them aware of our: <ul style="list-style-type: none"> <li>• Reconciliation Action Plan</li> <li>• culturally safe work environment</li> <li>• acknowledgement of the value they contribute to the assessment process</li> <li>• application process</li> </ul>	<ul style="list-style-type: none"> <li>• September 2022</li> </ul>	<ul style="list-style-type: none"> <li>• Associate Director- Accreditation Services team</li> </ul>

## Respect

ANMAC acknowledges our shared history and values the cultural knowledge that Aboriginal and Torres Strait Islander peoples bring to the organisation



We are committed to creating a culturally safe and responsive organisation through the training of our employees and embedding cultural protocols to ensure Aboriginal and Torres Strait Islander people feel respected and supported. We embrace Aboriginal and Torres Strait Islander cultures and celebrate its achievements in our wider community. We believe respecting Aboriginal, and Torres Strait Islander Peoples will lead to improved health outcomes.



Action	Deliverable	Timeline	Responsibility
<b>7. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	7.1 Conduct a review of cultural learning needs within our organisation, ensuring accurate records, who, when and where training was undertaken.	• January 2023	<ul style="list-style-type: none"> <li>• Executive Officer, OCEO</li> <li>• Human Resource Manager</li> <li>• Supported by the RWG</li> </ul>
	7.2 Consult Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning policy, considering online and face-to-face training opportunities.	• January 2023	• Director of Corporate Services
	7.3 Develop, implement and communicate a cultural learning policy for ANMAC and AOAC staff including requirements for refresher training every 3 years in line with The National Scheme's Aboriginal and Torres Strait Islander health and Cultural Safety Strategy 2020-2025.	• January 2023	• Director of Corporate Services
	7.4 Provide opportunities for all staff, ANMAC and AOAC Board Directors to participate in formal and structured cultural learning.	• June 2023	<ul style="list-style-type: none"> <li>• Executive Officer, OCEO</li> <li>• Human Resource Manager</li> </ul>
	7.5 Develop and implement cultural safety training for Accreditation Assessors.	• January 2023	• Director Accreditation Services
	7.6 Provide opportunities for all staff to participate in formal cultural awareness training.	• June 2023	• CEO

Action	Deliverable	Timeline	Responsibility
<b>8. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	8.1 Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	<ul style="list-style-type: none"> <li>• March 2023</li> </ul>	<ul style="list-style-type: none"> <li>• Director Accreditation Services</li> <li>• Director Corporate Services</li> <li>• Manager Skilled Migration Services</li> </ul>
	8.2 Develop, implement and communicate a cultural protocol document, including protocols or: <ul style="list-style-type: none"> <li>• Welcome to Country</li> <li>• Acknowledgement of Country.</li> </ul>	<ul style="list-style-type: none"> <li>• August 2022</li> </ul>	<ul style="list-style-type: none"> <li>• Director Accreditation Services</li> </ul>
	8.3 Develop a list of key contacts for organising Welcome to Country and Acknowledgement of Country and for maintaining respectful partnerships. Use this list to ensure investigation occurs regarding which Country we are holding events e.g., utilise local land councils for advice.	<ul style="list-style-type: none"> <li>• August 2022</li> </ul>	<ul style="list-style-type: none"> <li>• Administration Officer, OCEO</li> </ul>
	8.4 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	<ul style="list-style-type: none"> <li>• August 2022</li> </ul>	<ul style="list-style-type: none"> <li>• Administration Officer, OCEO</li> </ul>

Action	Deliverable	Timeline	Responsibility
	8.5 Develop a strategy to communicate to staff and external stakeholders the importance of including a suitable Acknowledgement of Country into internal and external meetings and events.	• August 2022	• Executive Officer
	8.6 Explore additional ways to demonstrate respect and Acknowledgement of Country that is visible to our external stakeholders.	• August 2022	• Administration Officer (OCEO)
	8.7 Deliver our Acknowledgement of Country at Site Visits and stakeholder led meetings	• January 2023	• All
	8.8 Acknowledging the Country our staff live on during all staff and Board meetings in the Acknowledgement of Country	• January 2023	• Director Accreditation Services • Director Corporate Services • Manager Skilled Migration Services
	8.9 Display our Acknowledgement of Country on our website and email signatures	• June 2023, 2024	• Administration Officer (OCEO)
	8.10 Display and appropriately acknowledge significant artwork of various forms throughout our organisation	• June 2023, 2024	• CEO

Action	Deliverable	Timeline	Responsibility
<b>9. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week</b>	9.1 RAP Working Group to participate in an external NAIDOC Week event.	• July 2023, 2024	• RWG Chair
	9.2 Promote and encourage participation in external NAIDOC events to all staff, ANMAC and AOAC Board Directors.	• July 2023, 2024	• Administration Officer (OCEO)
	9.3 Send the NAIDOC Week website to all staff, Board and AOAC directors	• July 2023, 2024	• Administration Officer (OCEO)
	9.4 Include Email signature on all ANMAC and AOAC emails during NAIDOC week (do for the month leading up and after)	• July 2023, 2024	• Administration Officer (OCEO)
	9.5 Display Resources for NAIDOC week around the office and sent to all ANMAC staff and Board directors as well as AOAC members.	• July 2023, 2024	• Administration Officer (OCEO)

Action	Deliverable	Timeline	Responsibility
<b>10. Support and recognise campaigns that advance reconciliation, demonstrate respect to Aboriginal and Torres Strait Islander peoples and educate our Staff.</b>	10.1 Seek opportunities to recognise significant events to advance our reconciliation journey. <ul style="list-style-type: none"> <li>• Annual lunch to celebrate Reconciliation Day</li> <li>• Session to teach staff about the aims of the Uluru Statement</li> <li>• External staff activities to celebrate NRW</li> </ul>	<ul style="list-style-type: none"> <li>• May 27–3 June</li> <li>• June 2023</li> </ul>	<ul style="list-style-type: none"> <li>• Administration Officer (OCEO)</li> </ul>
	10.2 Seek opportunities to support the constitutional recognition of Aboriginal and Torres Strait Islander people.	<ul style="list-style-type: none"> <li>• March 2023</li> </ul>	<ul style="list-style-type: none"> <li>• CEO</li> <li>• Director Accreditation Services</li> <li>• Director Corporate Services</li> <li>• Director Skilled Migration Services</li> </ul>

## Opportunities

ANMAC recognises that increasing opportunities for Aboriginal and Torres Strait Islander communities is pivotal in improving health and wellbeing outcomes.



We are committed to increasing our Aboriginal and Torres Strait Islander workforce, retaining our employees through culturally supportive networks and to offer training and professional development within our organisation. ANMAC will work towards improving procurement processes to harness the opportunities presented through this Reconciliation Action Plan. Building better relationships, promoting respect and creating opportunities for Aboriginal and Torres Strait Islander businesses and stakeholders that are equitable and accessible, supports a pathway towards improved wellbeing for all Australians.

Action	Deliverable	Timeline	Responsibility
<b>11. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	11.1 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	<ul style="list-style-type: none"> <li>July 2023</li> </ul>	<ul style="list-style-type: none"> <li>Director of Corporate Services</li> </ul>
	11.2 Ensure HR recruitment procedures and policies positively encourage employment applications from Aboriginal and Torres Strait Islander People	<ul style="list-style-type: none"> <li>September 2022</li> <li>June 2023</li> <li>January 2024</li> </ul>	<ul style="list-style-type: none"> <li>Director of Corporate Services</li> </ul>
	11.3 Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	<ul style="list-style-type: none"> <li>December 2022</li> </ul>	<ul style="list-style-type: none"> <li>Director of Corporate Services</li> </ul>
	11.4 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	<ul style="list-style-type: none"> <li>May 2023</li> </ul>	<ul style="list-style-type: none"> <li>Director of Corporate Services</li> <li>HR Manager</li> </ul>
	11.5 Seek Opportunities to Increase the percentage of Aboriginal and Torres Strait Islander people employed in our workforce.	<ul style="list-style-type: none"> <li>June 2023</li> </ul>	<ul style="list-style-type: none"> <li>Director of Corporate Services</li> <li>HR Manager</li> </ul>
	11.6 Seek opportunities to provide short term employment for Aboriginal and Torres Strait Islander People	<ul style="list-style-type: none"> <li>January 2023</li> <li>January 2024</li> </ul>	<ul style="list-style-type: none"> <li>Director of Corporate Services</li> <li>HR Manager</li> </ul>

Action	Deliverable	Timeline	Responsibility
<b>12. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	12.1 Maintain annual membership to Supply Nation and promote this to all staff as a tool to procure goods and services.	<ul style="list-style-type: none"> <li>• December 2022</li> <li>• June 2023</li> <li>• June 2024</li> </ul>	<ul style="list-style-type: none"> <li>• Finance Manager</li> <li>• Director Corporate Services</li> </ul>
	12.2 Review and update procurement practices to ensure they are inclusive of procuring goods and services from Aboriginal and Torres Strait Islander businesses.	<ul style="list-style-type: none"> <li>• August 2022</li> </ul>	<ul style="list-style-type: none"> <li>• Director Corporate Services</li> </ul>
	12.3 Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	<ul style="list-style-type: none"> <li>• January 2023</li> <li>• June 2023</li> <li>• January 2024</li> <li>• June 2024</li> </ul>	<ul style="list-style-type: none"> <li>• Director Corporate Services</li> </ul>
	12.4 Develop and implement an Aboriginal and Torres Strait Islander procurement strategy to ensure it includes Aboriginal and Torres Strait Islander suppliers	<ul style="list-style-type: none"> <li>• August 2022</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Corporate Services</li> <li>• Finance Manager</li> </ul>
	12.5 Include Aboriginal and Torres Strait Islander people/organisations in the tendering process for projects as appropriate through our relationship with Supply Nation.	<ul style="list-style-type: none"> <li>• January 2023</li> </ul>	<ul style="list-style-type: none"> <li>• CEO</li> <li>• Director of Corporate Services</li> <li>• Finance Manager</li> </ul>



Action	Deliverable	Timeline	Responsibility
<b>13. Improve education outcomes for Aboriginal and Torres Strait Islander nursing and midwifery students</b>	13.1 Collaborate with CATSINaM to look at opportunities to increase the number of Aboriginal and Torres Strait Islander students and graduates in nursing and midwifery	<ul style="list-style-type: none"> <li>• August 2022</li> <li>• June 2023</li> </ul>	<ul style="list-style-type: none"> <li>• CEO</li> <li>• Director of Accreditation</li> </ul>
	13.2 Sponsor at least 5 Aboriginal and Torres Strait Islander students to attend appropriate events: <ul style="list-style-type: none"> <li>• ANMAC and APC Colloquium</li> <li>• CATSINAM Conference</li> </ul>	<ul style="list-style-type: none"> <li>• September 2022</li> <li>• July 2023</li> </ul>	<ul style="list-style-type: none"> <li>• CEO</li> <li>• Director Corporate Services</li> </ul>
<b>14. Increase Aboriginal and Torres Strait Islander representation on Boards and Committees</b>	14.1 Review the representation of Aboriginal and Torres Strait Islander people on ANMAC Board, AOAC Board, Accreditation Committees and Professional Reference Groups.	<ul style="list-style-type: none"> <li>• June 2023</li> </ul>	<ul style="list-style-type: none"> <li>• CEO</li> <li>• Director Accreditation Services</li> <li>• Board and Board Committee Secretariat</li> </ul>
	14.2 Increase representation of Aboriginal and Torres Strait Islander people on ANMAC Board, AOAC Board, Technical Advisory Committees and Professional Reference Groups.	<ul style="list-style-type: none"> <li>• June 2023</li> </ul>	<ul style="list-style-type: none"> <li>• CEO</li> <li>• Director Accreditation Services</li> <li>• Board and Board Committee Secretariat</li> </ul>
	14.3 Ensure there is Aboriginal and Torres Strait Islander representation on the Consumer Reference Group.	<ul style="list-style-type: none"> <li>• December 2022</li> </ul>	<ul style="list-style-type: none"> <li>• CEO</li> <li>• Board and Board Committee Officer</li> </ul>

Action	Deliverable	Timeline	Responsibility
<b>15. Advance Aboriginal and Torres Strait Islander healthcare through the review and development of nursing and midwifery accreditation standards</b>	15.1 Ensure revised accreditation standards include: <ul style="list-style-type: none"> <li>Criteria that stipulates that Aboriginal and Torres Strait Islander peoples' history, culture and health is taught as discrete subject content based on National Health priorities.</li> <li>Evidence that includes affirmative action strategies in place to enrol, support and retain Aboriginal and Torres Strait Islander students.</li> <li>Evidence that includes affirmative action from education providers to employ Aboriginal and Torres Strait Islander Nurse and Midwife Academics</li> <li>Evidence of cultural diversity and cultural safety principles translates into relevant subject learning outcomes and subject content</li> </ul>	<ul style="list-style-type: none"> <li>June 2023</li> </ul>	<ul style="list-style-type: none"> <li>Director Accreditation Services</li> <li>Associate Directors</li> </ul>
	15.2 Include Aboriginal and Torres Strait Islander people/organisations on our Professional Reference Group leading the review and development of accreditation standards for nursing and midwifery education programs.	<ul style="list-style-type: none"> <li>September 2023</li> </ul>	<ul style="list-style-type: none"> <li>CEO</li> <li>Director Accreditation Services</li> </ul>

Action	Deliverable	Timeline	Responsibility
	15.3 Engage with Aboriginal and Torres Strait Islander people/organisations during the consultation for the review and development of accreditation standards for nursing and midwifery education programs.	<ul style="list-style-type: none"> <li>• June 2023</li> </ul>	<ul style="list-style-type: none"> <li>• Director Accreditation Services</li> <li>• Associate Directors</li> </ul>
	15.4 Engage with Aboriginal and Torres Strait Islander academics to develop the Essential Evidence to support accreditation processes	<ul style="list-style-type: none"> <li>• September 2022</li> <li>• June 2023</li> <li>• June 2024</li> </ul>	<ul style="list-style-type: none"> <li>• Associated Directors</li> </ul>
<b>16. Improve Aboriginal and Torres Strait Islander healthcare by ensuring education providers are meeting the accreditation standard criteria related to Aboriginal and Torres Strait Islander content</b>	16.1 Ensure consistency in the evidence education providers are required to submit to demonstrate meeting accreditation standards.	<ul style="list-style-type: none"> <li>• September 2022</li> <li>• June 2023</li> <li>• June 2024</li> </ul>	<ul style="list-style-type: none"> <li>• Director Accreditation Services</li> <li>• Associate Directors</li> </ul>
	16.2 Ensure education assessors are adequately trained to ensure that education meet the accreditation standards in relation to Aboriginal Torres Strait Islander people's health outcomes.	<ul style="list-style-type: none"> <li>• June 2023</li> <li>• Review biannually.</li> </ul>	<ul style="list-style-type: none"> <li>• Director Accreditation Services</li> <li>• Associate Directors</li> </ul>
	16.3 Through annual monitoring and accreditation assessment, ensure the accreditation standards criteria related to Aboriginal and Torres Strait Islander peoples are being met by education providers.	<ul style="list-style-type: none"> <li>• August 2022, 2023</li> </ul>	<ul style="list-style-type: none"> <li>• Associate Directors</li> <li>• Director Accreditation Services</li> </ul>

Action	Deliverable	Timeline	Responsibility
17. Improve the ability of our staff to advance Aboriginal and Torres Strait Islander health outcomes through education forums and conferences.	17.1 Where appropriate encourage Aboriginal and Torres Strait Islander experts in education of health professionals to present at annual ANMAC APC Joint Colloquium.	<ul style="list-style-type: none"> <li>September 2022</li> <li>September 2023</li> </ul>	<ul style="list-style-type: none"> <li>CEO</li> <li>Director Accreditation Services</li> <li>Director of Corporate Services</li> </ul>
	17.2 Provide opportunities for staff to attend education forums and conferences significant to Aboriginal and Torres Strait Islander People.		<ul style="list-style-type: none"> <li>CEO</li> <li>Director Accreditation Services</li> </ul>



Action	Deliverable	Timeline	Responsibility
<b>18. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.</b>	18.1 Maintain Aboriginal and Torres Strait Islander representation on the RWG.	<ul style="list-style-type: none"> <li>• September 2022</li> <li>• January 2023</li> <li>• September 2023</li> </ul>	<ul style="list-style-type: none"> <li>• Administration Officer</li> </ul>
	18.2 Establish and apply a Terms of Reference for the RWG and review annually to ensure fit for purpose.	<ul style="list-style-type: none"> <li>• September 2022</li> <li>• September 2023</li> <li>• June 2024</li> </ul>	<ul style="list-style-type: none"> <li>• Administration Officer</li> </ul>
	18.3 Meet of RWG at least four times per year to drive and monitor RAP implementation.	<ul style="list-style-type: none"> <li>• September 2022</li> <li>• December 2022</li> <li>• March 2023</li> <li>• May 2023</li> <li>• June 2023</li> <li>• September 2023</li> <li>• December 2023</li> <li>• March 2024</li> </ul>	<ul style="list-style-type: none"> <li>• CEO</li> <li>• Administration Officer</li> </ul>

Action	Deliverable	Timeline	Responsibility
<b>19. Provide appropriate support for effective implementation of RAP commitments.</b>	19.1 Define resource needs for RAP implementation.	<ul style="list-style-type: none"> <li>• December 2022</li> </ul>	<ul style="list-style-type: none"> <li>• Finance Manager with RWG Executive team</li> </ul>
	19.2 Engage all staff within ANMAC in the delivery of RAP commitments	<ul style="list-style-type: none"> <li>• September 2022</li> <li>• September 2023</li> <li>• June 2024</li> </ul>	<ul style="list-style-type: none"> <li>• RAP Champion with RWG</li> </ul>
	19.3 Define and maintain appropriate systems to track, measure and report on RAP commitments.	<ul style="list-style-type: none"> <li>• December 2022</li> <li>• June 2023</li> </ul>	<ul style="list-style-type: none"> <li>• Finance Manager</li> <li>• Director Corporate Services</li> </ul>
	19.4 Maintain an internal RAP Champion from senior management.	<ul style="list-style-type: none"> <li>• November 2022</li> <li>• January 2023</li> <li>• January 2024</li> </ul>	<ul style="list-style-type: none"> <li>• CEO</li> </ul>
<b>20. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	20.1 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	<ul style="list-style-type: none"> <li>• 30 September 2022</li> <li>• 30 September 2023</li> </ul>	<ul style="list-style-type: none"> <li>• Administration Officer (OCEO)</li> </ul>
	20.2 Report RAP progress to the ANMAC Board once a year through annual reporting mechanism.	<ul style="list-style-type: none"> <li>• November 2022</li> <li>• November 2023</li> </ul>	<ul style="list-style-type: none"> <li>• Administration Officer (OCEO)</li> </ul>
	20.3 Report RAP progress to the AOAC Board once a year through annual reporting mechanism.	<ul style="list-style-type: none"> <li>• November 2022</li> <li>• November 2023</li> </ul>	<ul style="list-style-type: none"> <li>• Administration Officer (OCEO)</li> </ul>

Action	Deliverable	Timeline	Responsibility
	20.4 Report RAP progress to Executive and Senior Management team at monthly meetings	<ul style="list-style-type: none"> <li>• September 2022</li> <li>• December 2022</li> <li>• June 2023</li> <li>• September 2023</li> <li>• January 2024</li> </ul>	<ul style="list-style-type: none"> <li>• Administration Officer (OCEO)</li> </ul>
	20.5 Publicly report our RAP achievements, challenges and learnings, annually in ANMAC's Annual Report. <ul style="list-style-type: none"> <li>• Capture good news stories about change and building capacity for individuals in their reconciliation journey</li> </ul>	<ul style="list-style-type: none"> <li>• November 2022, 2023</li> </ul>	<ul style="list-style-type: none"> <li>• Administration Officer (OCEO)</li> </ul>
	20.6 Publicly report on achievements, challenges and learnings annually in AOAC's Annual Report	<ul style="list-style-type: none"> <li>• October 2022, 2023</li> </ul>	<ul style="list-style-type: none"> <li>• CEO</li> </ul>
	20.7 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	<ul style="list-style-type: none"> <li>• May 2024</li> </ul>	<ul style="list-style-type: none"> <li>• Administration Officer (OCEO)</li> </ul>
<b>21. Continue our reconciliation journey by developing our next RAP</b>	21.1 Register via Reconciliation Australia's website to begin developing our <b>website</b> next RAP in June 2023.	<ul style="list-style-type: none"> <li>• June 2023</li> </ul>	<ul style="list-style-type: none"> <li>• Administration Officer (OCEO)</li> </ul>

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