

AUSTRALIAN COMMISSION  
ON SAFETY AND QUALITY IN HEALTH CARE

# Innovate Reconciliation Action Plan

FEBRUARY 2025 – FEBRUARY 2027



RECONCILIATION  
ACTION PLAN

INNOVATE



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Sunset near Alice Springs





## Acknowledgement of Country

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The Australian Commission on Safety and Quality in Health Care pay respect to the Gadigal people as the Traditional Custodians of Country where the Commission's office is located. We extend that respect to all Aboriginal and Torres Strait Islander peoples, and their deep time connections to land, water and sky.

We recognise that knowledge about healthy Country, community and culture has been developed by Aboriginal and Torres Strait Islander peoples over tens of thousands of years and has been shared for generations. We are committed to partnering with and learning from Aboriginal and Torres Strait Islander peoples through the work that we do.









## Message from the CEO, Conjoint Professor Anne Duggan

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**I am exceptionally proud to present the Australian Commission on Safety and Quality in Health Care's (the Commission's) Innovate Reconciliation Action Plan 2025-2027.**

This is the Commission's second Reconciliation Action Plan (RAP) and continues the momentum of our Reflect RAP. Our Innovate RAP identifies strategic actions and goals for the Commission for the next two years to promote reconciliation, contribute to equitable health outcomes and the elimination of racism.

The Commission has thoughtfully built a welcoming, open, and supportive organisational culture that proudly celebrates diversity among staff and values the knowledge and strength of Aboriginal and Torres Strait Islander peoples and their cultures. We collaborate and work in partnership with Aboriginal and Torres Strait Islander organisations and peoples to lead and coordinate safety and quality improvements for the Australian healthcare system.

Participating in Reconciliation Australia's Reconciliation Action Plan Program has enabled the Commission to develop a framework for a whole-of-organisation approach to reconciliation by fostering cultural awareness, cultural responsiveness, and cultural safety. We have identified sustainable, meaningful, and impactful ways forward for reconciliation in our work and daily lives.

On our reconciliation journey, the Commission commits to increasing staff knowledge of Aboriginal and Torres Strait Islander cultures and traditions and continuing to seek opportunities to enhance and grow our staff's cultural learning journey.

**Anne Duggan**  
ACSQHC CEO



## Message from Reconciliation Australia's CEO, Ms Karen Mundine

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**Reconciliation Australia commends the Australian Commission on Safety and Quality in Health Care (the Commission) on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).**

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

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

This Innovate RAP is both an opportunity and an invitation for the Commission to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, the Commission will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

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

Kanku-Breakaways Conservation Park  
South Australia



With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. The Commission is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals the Commission's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

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

Congratulations to the Australian Commission on Safety and Quality in Health Care on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Reconciliation Australia CEO



## About the artwork, artist and designer – Kylie Hill

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Aboriginal artist Kylie Hill is a proud Kalkadoon and Waanyi woman from Mount Isa in Far North Queensland and Quandamooka in the Moreton Bay area. For the past 30 years, Kylie has called Ipswich home and is well-known to her community and all over Queensland.



After painting for over three decades, in 2019 Kylie opened her own business, KJH Artworks. KJH Artworks produces a range of attractive contemporary designs and offers a bespoke 'storytelling' design service. This service works with groups and organisations to create meaningful, significant, and lasting visual stories that connect communities.

Her artwork has been commissioned by schools, community hubs, interest groups, Indigenous communities, Governments and sporting associations. Several of her pieces have travelled internationally, with pieces commissioned by organisations in the United States, Japan, Germany and Ireland.

Kylie is recognised in the softball community across Australia as both a player and an official and has painted many softballs and equipment for this sport. She is also heavily involved in the Murri Women's Softball Tournament.

Each month, Kylie donates artwork to charity to help raise funds for cancer and children in sports. She loves helping others to achieve their goals through her art, and one of her biggest desires and inspirations is to connect with people through art and showcase her culture. She believes this can help close the gap, reconcile differences, and unite people.

Kylie has eight children with her husband David. She wants to ensure future generations keep First Nations culture alive. She knows she can contribute to this through her art and by teaching her craft to others.



## "A Journey Through Change" (2024)



"A Journey Through Change" (2024)  
Artist: Kylie Hill

Our journey pathway to change are the tracks and meeting place that represents our commitment to one another including being more empathetic towards our work colleagues and community members. It helps us to understand the challenges of change with compassion and dedication to reconciling our differences.

Our overlay of the meeting place and songlines reminds us to make a connection and commitment to understanding change by making a difference. Moving forward and establishing positive relationships and committing to these changes.

Our oldest cultural symbols represent our journey of change, which strengthens and empowers reconciliation. The sun represents the warmth of light that shines on us through our darkest days. The coolamon carries life and the good tucker we need to keep our strength on our life's journey. The DNA symbols represent our genetic diversity and is a stepping stone to building relationships. The dillybag holds the medicine leaves we need to keep ourselves healthy for the future. Our journey tracks represent building our reconciliation pathway together.

All symbols in our journey through change create a powerful message that brings about actions that strengthen relationships and growth while establishing the best approach for a powerful influence in achieving reconciliation in the workplace.



## DNA

Genetic diversity  
Building relationships

.....



## Journey Stones

Creation & the Dreaming

.....



## Songlines

Journey

.....



## The Sun

Giver of Warmth  
Light, life, healing & peace

.....





## Dillybag

Holds all the medicine  
leaves

.....

## Tracks

Journey together for  
Reconciliation

.....

## Coolamons

Cradle life  
Carry healthy tucker

.....









Balaka Falls, New South Wales



## Who are we?

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The Commission leads and coordinates improvement in healthcare safety and quality at a national level. We work in partnership with patients, carers, clinicians, the Australian, state and territory health systems, the private sector, managers, and healthcare organisations, aspiring to attain a sustainable, high-quality, culturally safe and responsive health system.

Key functions of the Commission include developing national safety and quality standards and clinical care standards that improve the implementation of evidence-based health care. This includes coordinating work in specific areas to improve outcomes for patients, and providing information, publications and resources about safety and quality. The Commission strives to be a high-performing agency, leading in learning and innovation, and coordination of national improvements to deliver healthcare excellence, and recognising reconciliation and healing is everyone's responsibility.


The Commission has an opportunity to champion leading practice across the health sector and to encourage health service organisations across Australia to improve the provision of health care with Aboriginal and Torres Strait Islander partners and communities. In collaboration with Aboriginal and Torres Strait Islander stakeholders, the Commission has the ability to influence, advocate for and rewrite policies and programs that will change the experience of healthcare for Aboriginal and Torres Strait Islander peoples.







The Commission leads and coordinates key improvements in the safety and quality of health care across Australia. The Commission is in a unique position to lead the health system to improve cultural safety and responsiveness for Aboriginal and Torres Strait Islander peoples. Key improvements in safety and quality in health care across Australia include:

- **Using the Commission's profile and visibility as a leading national organisation to drive the healthcare system to place the health and sovereignty of Aboriginal and Torres Strait Islander peoples at the forefront of national safety and quality strategies.**
  - **Engaging with stakeholders, colleagues and consumers in a way that respects, elevates and acknowledges the cultures and knowledges of Aboriginal and Torres Strait Islander peoples.**
  - **Continuing to develop a strong foundation of shared principles and values that support culturally safe and responsive systems on which reconciliation can be built.**
  - **Empowering Aboriginal and Torres Strait Islander peoples and communities towards self-determination through collaboration and co-design approaches.**
  - **Developing national policy and guidance that drives culturally safe and responsive care.**
- 

The Commission is a small Australian Public Service agency with two offices located on Gadigal Country in Sydney's Central Business District (CBD). Staff work flexibly from Awabakal, Cammeraygal, Darkinjung, Dharawal, Dharug, Kanamaluka, Ngarigo, Ngunnawal, Wangal, Wonnarua, and Worimi Country.

The Commission employs a diverse range of highly skilled professionals with experience across the healthcare industry. On 31 October 2024, the Commission employed 147 employees (excluding contractors), with one staff member self-identifying as an Aboriginal and/or Torres Strait Islander person. This equates to 0.7% representation across the Commission (excluding contractors), in comparison with approximately 2.3% representation in the Department of Health and Aged Care (excluding contractors). The Commission employs 30 contractors, and therefore a total of 177 employees.

It is important to note that the percentage of Aboriginal and Torres Strait Islander representation at the Commission may be higher than it appears, as some staff may decide not to self-identify as Aboriginal and/or Torres Strait Islander people at work due to personal, historical, family or cultural reasons; and the Commission does not currently hold data on the percentage of contractors who identify as Aboriginal and/or Torres Strait Islander people. The Commission is committed to improving cultural safety and increasing the number of Aboriginal and Torres Strait Islander staff at the Commission as an ongoing priority.



## Our vision for Reconciliation

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The Commission's vision for reconciliation in Australia is to enable Aboriginal and Torres Strait Islander peoples to access and engage in health care that is physically, mentally, spiritually, and culturally safe, is appropriate and meets their needs.

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The Commission recognises that reconciliation is an important investment in a dynamic process that will be a part of Australia's story for many years to come. The Commission aims to work collaboratively and in partnership with leading Aboriginal and

Torres Strait Islander peoples, organisations, and communities to be an ally and change-maker in improving health outcomes and experiences of healthcare.

To guide and support this vision, the Commission will continue to build an organisation that is culturally aware, responsive, competent, and committed to supporting Aboriginal and Torres Strait Islander peoples' right to self-determination and achieving equity.

The Commission strives to be a high-performing agency, leading in learning, innovation, and coordination of national improvements to deliver healthcare excellence and recognises reconciliation and healing is everyone's responsibility.



# The journey to this point

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## Strengthened partnerships

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During our reconciliation journey the Commission has strengthened partnerships that have resulted in increased involvement of Aboriginal and Torres Strait Islander peoples in the development and delivery of health policies, programs and projects. The Commission has also established many key relationships with organisations and individuals, to develop standards, resources and information related to the provision of healthcare for Aboriginal and Torres Strait Islander peoples. These include:

- The Commission regularly seeks guidance and advice from organisations such as the National Aboriginal Community Controlled Health Organisation (NACCHO), and the Australian Indigenous Doctors Association (AIDA).
- The Commission partners with Aboriginal and Torres Strait Islander researchers such as the South Australian Health and Medical Research Institute, and the Lowitja Institute.
- The Commission collaborates with organisations such as the Congress of Aboriginal and Torres Strait Islander Nurses and Midwives (CATSINaM) in the development and implementation of programs and resources to improve health and wellbeing outcomes. The Commission regularly consults with Aboriginal and Torres Strait Islander organisations as part of the development process for improving health care safety and quality nationally.



Ormiston Pound, Northern Territory



## Key achievements

The Commission's key achievements to date are listed in the table below, and are centred around three themes; building partnerships, advice and guidance; growing recognition and awareness; and leading policy for the system.

Theme	Achievements
Building partnerships, advice and guidance	<p>The Commission:</p> <ul style="list-style-type: none"><li>• Advocated for the appointment of an Aboriginal and/or Torres Strait Islander Board Member to provide leadership within the organisation on Aboriginal and Torres Strait Islander health. Dr Alicia Veasey was appointed as a Board Member in April 2024.</li><li>• Established many key relationships with organisations and individuals, to develop standards, resources and information related to the provision of healthcare for Aboriginal and Torres Strait Islander peoples.</li><li>• Established and evolved the Commission's first Aboriginal and Torres Strait Islander Health Advisory Group (2014 onwards).</li><li>• Established meaningful representation from Aboriginal and Torres Strait Islander healthcare workers and others on program and project advisory groups (2014 onwards).</li></ul> <ul style="list-style-type: none"><li>• Developed and maintained an internal resource page featuring cultural protocols and health specific information (2019 onwards).</li><li>• Established and maintained the Commission's internal RWG (2023 onwards).</li><li>• Established and maintained the Commission's first formal Memorandum of Understanding with NACCHO (2024 onwards).</li><li>• Established and managed a centralised process and coordination point for engagement with Aboriginal and Torres Strait Islander organisations (2024 onwards).</li></ul>



## Theme

## Achievements

### Leading policy for the system

#### The Commission:

- Conducted a research program to identify systems level issues that could be addressed in national safety and quality standards to improve the health outcomes of Aboriginal and Torres Strait Islander peoples (2014-2016).
- Developed the first Aboriginal and Torres Strait Islander specific accreditation actions in the National Safety and Quality Health Service (NSQHS) Standards (2017).
- Conducted an analysis of Aboriginal and Torres Strait Islander status in the Second, Third and Fourth Australian Atlases of Healthcare Variation, for items with data of sufficient quality (2017, 2018, 2021, respectively).
- Developed resources, in collaboration with Aboriginal and Torres Strait Islander research groups, for the implementation of the Aboriginal and Torres Strait Islander specific actions in the NSHQS Standards (2018).
- Conducted a literature review, with an Aboriginal and Torres Strait Islander research group, on a best practice cultural safety curriculum for assessors of the NSQHS Aboriginal and Torres Strait Islander specific actions and with a second research group, described the curriculum (2018-2019).
- Developed a face-to-face cultural safety training program for NSQHS Standards assessors, in collaboration with CATSINaM (2020-2021).
- Completed a National stocktake of Aboriginal and Torres Strait Islander health resources report (2020).
- Commenced inclusion of equity and cultural safety statements within clinical care standards, beginning with the Sepsis Clinical Care Standard, in consultation with Aboriginal and Torres Strait Islander clinicians (2020).
- Developed a tailored information on healthcare rights for Aboriginal and Torres Strait Islander peoples, in collaboration with Northern Territory Health and Aboriginal and Torres Strait Islander communities (2024).

### Growing recognition and awareness

#### The Commission:

- Named meeting rooms in the Commission after prominent Aboriginal and Torres Strait Islander people and non-Indigenous people who have supported the rights of Aboriginal and Torres Strait Islander peoples. The Commission utilised the opportunity to educate Commission staff on these people before seeking organisation-wide agreement on the individuals to be represented, and engaged with the families of these people to seek permission and support (ongoing).
- Celebrated NAIDOC week with invited representatives of the Metropolitan Local Aboriginal Land Council.
- Facilitated presentations from academics, health services and community representatives at Commission all-staff meetings on topics associated with Aboriginal and Torres Strait Islander peoples and health (ongoing).
- Established the Commission's first Graduate placement program and appointed a graduate from the Australian Public Service Indigenous Pathways Graduate Program (2022). The Commission continues to participate in this program.
- Established a series of Continuing Professional Development (CPD) sessions presenting Aboriginal and Torres Strait Islander stories, research and achievements (2024 onwards).
- Incorporated the Core Cultural Learning: Aboriginal and Torres Strait Islander Australia (CORE) Foundation Course as mandatory training for all existing and new staff. The CORE course consists of ten modules covering a broad range of topics and themes focussing on Aboriginal and Torres Strait Islander peoples' cultures, history and society (2023).

# Reconciliation Action Plans

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## Reflect RAP

The launch of the Commission's inaugural Reflect RAP in August 2022 enabled the Commission to publicly declare our ongoing commitment to reconciliation. It also provided information on the ways the Commission, as an organisation, and staff as individuals, can contribute to reconciliation.

The Reflect RAP focused on building relationships, both internally and externally and raising awareness with stakeholders to ensure there is shared understanding and ownership of the RAP.

## Innovate RAP

The Commission's Innovate RAP focuses on empowering and strengthening relationships with Aboriginal and Torres Strait Islander peoples and piloting strategies for further reconciliation commitments. The Innovate RAP reflects the following lessons from the Reflect RAP:

- Cultural safety, responsiveness and capability are essential to establishing successful and meaningful interactions for Aboriginal and Torres Strait Islander peoples with the healthcare system.
- Ensuring Aboriginal and Torres Strait Islander perspectives are heard, and that traditional knowledge and expertise are recognised and reflected creates trust and genuine connections.
- Cultural safety, responsiveness and action towards reconciliation are a collective responsibility.
- Senior leaders and managers play a vital role in encouraging and modelling our commitment to practical reconciliation.
- RAP activities should be achievable and realistic, but also challenging to drive staff motivation and momentum towards goals.



The Hazards Mountain Range, Tasmania



## RAP Governance

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The Commission's RAP Champions are CEO, Conjoint Professor Anne Duggan and Executive Director, Strategy and Innovation, Naomi Poole who are responsible for tracking the implementation and progress of the Innovate RAP and providing executive leadership.

The Innovate RAP will be implemented by a range of representatives and teams across the Commission who have been nominated as 'lead' or 'support,' such as the CEO, Leadership team, Executive team and the Commission's Reconciliation Working Group (RWG).

The RWG consists of a group of passionate and dynamic representatives from a variety of programs across the Commission. The purpose of the RWG is to drive and support reconciliation initiatives within the Commission, including the implementation of the RAP. RAP implementation progress is communicated from the RWG to the Executive Team via the Executive Director, Strategy and Innovation on a quarterly basis, and to the Board on an annual basis.

The Commission understands the importance of working alongside Aboriginal and Torres Strait Islander peoples to achieve our reconciliation goals. As of 31 December 2024, one member of the RWG identifies as an Aboriginal and/or Torres Strait Islander person, and 20 RWG members identified as non-Indigenous. Additional Aboriginal and Torres Strait Islander employees of the Department of Health and Aged Care are invited to attend RWG meetings to help provide an Aboriginal and Torres Strait Islander voice to reconciliation initiatives.

The RWG also seeks ongoing guidance from the Commission's Aboriginal and Torres Strait Islander Health Advisory Group (the Advisory Group) via the Executive Director, Strategy and Innovation, and the Strategy and Innovation team. The Advisory Group is facilitated by the Commission and meets a minimum of four times per year. The purpose of the group is to provide advice and guidance to the Commission on system-level safety and quality issues which may form part of key deliverables on the Commission's workplan, and/or part of a separately funded project.

It is a goal of the Commission to create a broad-based Advisory Group with majority of members identifying as Aboriginal and/or Torres Strait Islander, with a balance of age, gender, community and organisational representation. All members are representatives of Aboriginal and Torres Strait Islander health service units, services, organisations and departments. The Advisory Group is a vital part of the Commission as it provides an Aboriginal and Torres Strait Islander voice.

### The RWG is guided by the following positions:

- **Co-Chairs:** Two co-chairs lead the RWG, set the agenda and guide discussions.
- **Secretariat:** The Secretariat handles administrative tasks and provides support to the Co-Chairs.
- **Members:** Members are Commission staff and contribute their insights, and perspectives to RWG discussions.
- **Advisors:** Advisors are Aboriginal and Torres Strait Islander employees who are not Commission staff, who provide an Aboriginal and Torres Strait Islander voice to reconciliation initiatives.

## Case study: Collaboration to support understanding and awareness of patient rights

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A series of culturally safe animations about healthcare rights for Aboriginal and Torres Strait Islander peoples in the Northern Territory was commissioned and released in six commonly spoken community languages in the region: Yolngu Matha, Murrinh Patha, Anindilyakwa, Kunwinjku, Tiwi and Kriol. The animations were developed as part of a partnership project between the Commission and Northern Territory Health to meet the needs of the communities they serve.

The Commission engaged with Northern Territory Health (NT Health) to undertake a collaborative project. This project was to facilitate the co-design of consumer resources aimed at raising Aboriginal and Torres Strait Islander communities' awareness and understanding of patients' rights.

Consultation processes with NT Health and local communities determined that a series of animations that explained the Charter of Healthcare Rights using storytelling was likely to be the best approach for these Aboriginal and Torres Strait Islander communities.

NT Health worked with local Aboriginal and Torres Strait Islander service providers and communities using a co-design process to develop storylines that reflected the experiences of Aboriginal and Torres Strait Islander consumers.

These storylines were developed into animations and translated into six community languages. Translations were checked for quality and accuracy by the Aboriginal Interpreter Service. User testing of the animations was completed with bilingual Aboriginal and Torres Strait Islander health staff, interpreters and patients from Royal Darwin Hospital.

The animations were finalised in 2023–24 and will be used by the workforce at Royal Darwin Hospital to increase awareness and understanding of healthcare rights among Aboriginal and Torres Strait Islander patients, their families, and carers from late 2024.



## Case study: Sepsis resources for Aboriginal and Torres Strait Islander peoples

Sepsis is a life-threatening and time-critical condition that arises when the body's response to an infection damages its own tissues and organs. It is a major cause of morbidity and mortality in Australia, and globally. Aboriginal and Torres Strait Islander Peoples are disproportionally represented in Australian Intensive Care Units (ICUs), and sepsis is one of the most common reasons for admission. Aboriginal and Torres Strait Islander peoples admitted to ICU are usually younger, have greater comorbidity and more frequently live in remote locations

Improving early detection, recognition and treatment of sepsis is key to preventing illness and death from this condition among Aboriginal and Torres Strait Islander peoples in Australia.

The Commission has developed culturally appropriate resources for Aboriginal and Torres Strait Islander peoples to raise awareness of sepsis. These resources aim to help Aboriginal and Torres Strait Islander peoples to recognise and respond to the early signs of sepsis. The resources include patient information posters, a patient information brochure and animations. Healthcare professionals and health service organisations are encouraged to share these resources with patients, families and carers and with colleagues.

The George Institute for Global Health, the Australian Sepsis Network, Northern Territory Department of Health and T for Thomas have partnered with the Commission to develop these resources.

Kangaroo ground,  
Victoria, Australia







South Beach, Fraser Island







Hopetoun Falls, Beech Forest, Victoria







## OUR COMMITMENT TO RECONCILIATION

Over the course of our Innovate RAP period, the Commission (all staff, including contractors) commits to implementing the fourteen actions listed under the pillars Relationships, Respect, Opportunities and Governance.

### Relationships


Genuine and respectful relationships with Aboriginal and Torres Strait Islander peoples are key to achieving our vision to enable Aboriginal and Torres Strait Islander peoples to access and engage in health care that is physically, mentally, spiritually and culturally safe, is appropriate and meets their needs. The Commission is uniquely positioned to champion leading practice across the health sector and to encourage health service organisations across Australia to improve the provision of health

Mandatory actions and deliverables

Additional, unique actions and deliverables

care with Aboriginal and Torres Strait Islander partners and communities. The Commission understands the importance of embedding Aboriginal and Torres Strait Islander voices across the organisation to guide and inform our work. The Commission is committed to continuing to build and develop strong, sustainable and mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples.

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	August 2025	Lead: Executive Director, Strategy and Innovation Support: Strategy and Innovation team
	1.2 Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2025	Lead: Executive Director, Strategy and Innovation Support: Executive team



Action	Deliverable	Timeline	Responsibility
<b>2. Embed Aboriginal and Torres Strait Islander perspectives in the Commission's governance and engagement structures.</b>	2.1 Advocate for the appointment of an Aboriginal and/or Torres Strait Islander Board Member to provide leadership within the organisation on Aboriginal and Torres Strait Islander health.	<b>February 2025</b>	Lead: Chief Executive Officer Support: Executive team
	2.2 Identify Aboriginal and Torres Strait Islander stakeholders and organisations within the Commission's area or sphere of influence to form partnerships, and work with on our reconciliation journey.	<b>June 2025</b>	Lead: Executive Director, Strategy and Innovation Support: Strategy and Innovation team
	2.3 Further build the Commission's relationships with Aboriginal and Torres Strait Islander stakeholders and organisations, particularly those with a health, safety and quality improvement focus.	<b>August 2025</b>	Lead: Chief Executive Officer Support: Project teams
	2.4 Foster a workplace culture that values and embeds the knowledges, skills and experiences of Aboriginal and Torres Strait Islander peoples, and actively seeks their input into the development of health policies and programs affecting safety and quality outcomes.	<b>August 2026</b>	Lead: Chief Executive Officer Support: Project teams
<b>3. Build relationships through celebrating National Reconciliation Week (NRW).</b>	3.1 Continue to circulate Reconciliation Australia's NRW resources and reconciliation materials to Commission staff on an ongoing basis.	<b>April 2025 and 2026</b>	Lead: Executive Director, Strategy and Innovation Support: Strategy and Innovation team
	3.2 RWG members to participate in an external NRW event.	<b>27 May – 3 June 2025 and 2026</b>	Lead: Executive Director, Strategy and Innovation Support: Strategy and Innovation team
	3.3 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	<b>27 May – 3 June 2025 and 2026</b>	Lead: Chief Executive Officer Support: Strategy and Innovation team
	3.4 Host at least one NRW event within the Commission for all staff each year.	<b>27 May – 3 June 2025 and 2026</b>	Lead: Executive Director, Strategy and Innovation Support: Strategy and Innovation team
	3.5 Register all our NRW events on Reconciliation Australia's NRW website.	<b>May 2025 and 2026</b>	Lead: Executive Director, Strategy and Innovation Support: Strategy and Innovation team
	3.6 Acknowledge, promote and celebrate important dates such as National Sorry Day on 26 May, Mabo Day on 3 June, and Coming of the Light on July 1.	<b>26 May and 3 June 2025 and 2026</b>	Lead: Executive Director, Strategy and Innovation Support: Strategy and Innovation team



Action	Deliverable	Timeline	Responsibility
<b>4. Promote reconciliation through our sphere of influence.</b>	4.1 Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	<b>December 2025</b>	Lead: Chief Executive Officer Support: Director, Communications
	4.2 Continue to communicate the Commission's commitment to reconciliation publicly and promote RAP deliverables on our website and social media accounts.	<b>December 2025 and 2026</b>	Lead: Chief Executive Officer Support: Director, Communications
	4.3 Use the Commission's profile and publications to positively influence our external stakeholders to drive reconciliation outcomes.	<b>July 2025 and 2026</b>	Lead: Chief Executive Officer Support: Leadership team
	4.4 Identify and build relationships with other organisations similar to the Commission to collaborate with and develop innovative approaches to advance reconciliation.	<b>December 2025</b>	Lead: Chief Executive Officer Support: Strategy and Innovation team
	4.5 Include an overview of the RAP as part of staff induction process.	<b>February 2025</b>	Lead: Human Resources (HR) Manager Support: Strategy and Innovation team
<b>5. Promote positive race relations through anti-discrimination strategies.</b>	5.1 Conduct a review of HR policies and procedures to ensure anti-discrimination provisions support positive race relations and future needs.	<b>December 2025</b>	Lead: HR Manager Support: ACSQHC Workplace Consultative Committee
	5.2 Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our Workplace Bullying, Harassment and Discrimination Policy.	<b>September 2025</b>	Lead: HR Manager Support: ACSQHC Workplace Consultative Committee
	5.3 Educate senior leaders and all Commission staff on cultural safety which includes topics like critical self-reflection, the impacts of bias and racism and activities to build personal and professional cultural safety capabilities.	<b>November 2025</b>	Lead: Executive Director, Strategy and Innovation Support: HR Manager
	5.4 Research evidence and policies to support improvement in race relations and anti-discrimination.	<b>May 2025</b>	Lead: Executive Director, Strategy and Innovation Support: HR Manager





# Respect

Mandatory actions and deliverables

Additional, unique actions and deliverables

The Commission is committed to continuing to build an organisation that is culturally aware, responsive, competent and committed to supporting Aboriginal and Torres Strait Islander peoples' right to self-determination and achieving equity. The Commission understands that to lead and coordinate key improvements in safety and quality in health care across Australia, we must create stronger awareness and respect of Aboriginal and Torres Strait Islander peoples, cultures, protocols and histories, and value the voices of Aboriginal and Torres Strait Islander peoples.

Action	Deliverable	Timeline	Responsibility
<b>6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural awareness learning.</b>	6.1 Conduct a review of cultural learning needs within the organisation.	<b>November 2025</b>	Lead: HR Manager Support: Strategy and Innovation team
	6.2 Consult local Traditional Custodians and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	<b>November 2025</b>	Lead: Executive Director, Strategy and Innovation Support: Strategy and Innovation team
	6.3 Develop, implement, and communicate a cultural learning strategy document for our staff.	<b>April 2026</b>	Lead: HR Manager Support: Strategy and Innovation team
	6.4 Provide opportunities for all Commission staff to participate in formal and structured cultural learning.	<b>April 2026</b>	Lead: HR Manager Support: Strategy and Innovation team
	6.5 Continue to seek opportunities to provide information on Aboriginal and Torres Strait Islander peoples, Country, nations, art and other meaningful cultural symbols in the Commission's building spaces.	<b>June 2026</b>	Lead: Chief Executive Officer Support: Strategy and Innovation team





Action	Deliverable	Timeline	Responsibility
<b>7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	7.1 Continue to build upon all Commission staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	<b>February 2025</b>	Lead: Executive Director, Strategy and Innovation Support: Strategy and Innovation team
	7.2 Develop, implement and communicate a cultural protocol document internally, including protocols for Welcome to Country and Acknowledgement of Country.	<b>February 2025</b>	Lead: Executive Director, Strategy and Innovation Support: Strategy and Innovation team
	7.3 Invite a local Traditional Custodian to provide a Welcome to Country or other appropriate cultural protocol at Commission significant events each year.	<b>December 2025 and 2026</b>	Lead: Executive Director, Strategy and Innovation Support: Strategy and Innovation team
	7.4 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	<b>July 2025 and 2026</b>	Lead: Chief Executive Officer Support: Executive Director, Strategy and Innovation
<b>8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	8.1 RWG to participate in an external NAIDOC Week event.	<b>First week in July 2025 and 2026</b>	Lead: Executive Director, Strategy and Innovation Support: Strategy and Innovation team
	8.2 Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	<b>May 2025 and 2026</b>	Lead: HR Manager Support: Leadership team
	8.3 Promote and encourage participation in external NAIDOC events to all Commission staff through 'From the CEO's desk' newsletter, all-staff emails and meetings, and on the Commission intranet.	<b>June 2025 and 2026</b>	Lead: Chief Executive Officer Support: Director, Communications
	8.4 Facilitate at least one internal all staff event for NAIDOC Week each year.	<b>First week in July 2025 and 2026</b>	Lead: Executive Director, Strategy and Innovation Support: Strategy and Innovation team



## Opportunities

Mandatory actions and deliverables

Additional, unique actions and deliverables

The priority for the Commission is embedding the diverse and extensive knowledges, skills and experiences Aboriginal and Torres Strait Islander peoples bring to the Commission. Building a strong Aboriginal and Torres Strait Islander workforce is key to this. The Commission commits to improving culturally competency by increasing opportunities for professional and personal development for all staff. Increased cultural competency will allow staff to approach our work in a more culturally respectful, considered way. The Commission also commits to increasing engagement of Aboriginal and Torres Strait Islander businesses and creating mutually beneficial relationships.

Action	Deliverable	Timeline	Responsibility
<b>9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	9.1 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	<b>February 2025 and 2026</b>	Lead: Chief Executive Officer Support: HR Manager
	9.2 Engage with Aboriginal and Torres Strait Islander staff and colleagues to consult on our recruitment, retention, and professional development strategy.	<b>March 2025 and 2026</b>	Lead: HR Manager Support: Strategy and Innovation team
	9.3 Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy, including supporting commitments to the Affirmative Measure Indigenous Employment provision for Identified positions, and supporting Australian Public Service Indigenous graduate work rotations.	<b>July 2025</b>	Lead: HR Manager Support: Leadership team
	9.4 Advertise job vacancies to better reach Aboriginal and Torres Strait Islander stakeholders.	<b>July 2025</b>	Lead: HR Manager Support: Leadership team
	9.5 Review HR and recruitment procedures and policies to reduce barriers to Aboriginal and Torres Strait Islander participation in our workplace.	<b>June 2025</b>	Lead: HR Manager Support: Leadership team
	9.6 Investigate and provide opportunities for Aboriginal and Torres Strait Islander peoples to work with the Commission, such as work experience/shadowing, internships and mentoring.	<b>July 2025 and 2026</b>	Lead: HR Manager Support: Leadership team





Action	Deliverable	Timeline	Responsibility
<b>10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	10.1 Encourage Commission staff to engage Aboriginal and Torres Strait Islander businesses through raising awareness of the Commonwealth Government's Indigenous Procurement Policy.	<b>April 2025 and 2026</b>	Lead: Director, Business Unit Support: Leadership team
	10.2 Promote the Commission's Supply Nation membership internally to Commission staff.	<b>August 2025 and 2026</b>	Lead: Director, Business Unit Support: Leadership team
	10.3 Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	<b>October 2025 and 2026</b>	Lead: Chief Executive Officer Support: Director, Business Unit
	10.4 Review and update procurement policies and internal procedures to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses and maximise employment and supplier diversity.	<b>October 2025 and 2026</b>	Lead: Director, Business Unit Support: Executive team
	10.5 Develop and maintain commercial relationships with Aboriginal and Torres Strait Islander businesses.	<b>September 2025 and 2026</b>	Lead: Chief Executive Officer Support: Director, Business Unit
	10.6 Seek feedback from both Commission staff and Aboriginal and Torres Strait Islander businesses on their engagement experiences.	<b>November 2025 and 2026</b>	Lead: Director, Business Unit Support: Leadership team



## Governance

Mandatory actions and deliverables

Additional, unique actions and deliverables

The Commission recognises that reconciliation and healing is everyone's responsibility. The Commission is committed to continuous reflection and improvement on our reconciliation journey so that our learnings are reinforced and understood, and our contributions to reconciliation remain informed and relevant.

Action	Deliverable	Timeline	Responsibility
<b>11. Establish and maintain an effective RAP Working group (the Reconciliation Working Group - RWG) to drive governance of the RAP.</b>	11.1 Maintain Aboriginal and Torres Strait Islander representation on the RWG and investigate ways in which this can be sustainable, and cultural load can be managed through succession planning, cross membership of an advisory body, and/or involving Aboriginal and Torres Strait Islander staff of other Commonwealth Government Commissions.	<b>December 2025 and 2026</b>	Lead: Executive Director, Strategy and Innovation Support: Strategy and Innovation team
	11.2 Establish and review a Terms of Reference for the RWG.	<b>March 2025 and 2026</b>	Lead: Executive Director, Strategy and Innovation Support: Strategy and Innovation team
	11.3 Meet at least four times per year to drive and monitor RAP implementation.	<b>February, May, August, and November 2025 and 2026</b>	Lead: Executive Director, Strategy and Innovation Support: Strategy and Innovation team
<b>12. Provide appropriate support for effective implementation of RAP commitments.</b>	12.1 Define and review resource needs for RAP implementation.	<b>February 2025 and 2026</b>	Lead: Executive Director, Strategy and Innovation Support: Strategy and Innovation team
	12.2 Engage senior leaders and other staff in the delivery of RAP commitments.	<b>December 2025 and 2026</b>	Lead: Chief Executive Officer Support: Executive Director, Strategy and Innovation
	12.3 Define and maintain appropriate systems to track, measure and report on RAP commitments.	<b>April 2025 and 2026</b>	Lead: Executive Director, Strategy and Innovation Support: Strategy and Innovation team
	12.4 Maintain appointment of RAP Champions from the Executive team.	<b>February 2025 and 2026</b>	Lead: Chief Executive Officer Support: Executive Director, Strategy and Innovation



Action	Deliverable	Timeline	Responsibility
<b>13. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.</b>	13.1 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.	<b>June annually</b>	Lead: Executive Director, Strategy and Innovation Support: Strategy and Innovation team
	13.2 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	<b>1 August annually</b>	Lead: Executive Director, Strategy and Innovation Support: Strategy and Innovation team
	13.3 Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	<b>30 September annually</b>	Lead: Executive Director, Strategy and Innovation Support: Strategy and Innovation team
	13.4 Report RAP progress to all staff and senior leaders quarterly.	<b>Feb, May, Aug, Nov 2025 and 2026</b>	Lead: Executive Director, Strategy and Innovation Support: Strategy and Innovation team
	13.5 Publicly report our RAP achievements, challenges and learnings, annually.	<b>December 2025 and 2026</b>	Lead: Chief Executive Officer Support: Executive Director, Strategy and Innovation
	13.6 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	<b>April 2026</b>	Lead: Executive Director, Strategy and Innovation Support: Strategy and Innovation team
	13.7 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	<b>February 2027</b>	Lead: Executive Director, Strategy and Innovation Support: Strategy and Innovation team
<b>14. Continue our reconciliation journey by developing our next RAP.</b>	14.1 Register via Reconciliation Australia's website to begin developing our next RAP.	<b>September 2026</b>	Lead: Executive Director, Strategy and Innovation Support: Strategy and Innovation team
	14.2 Consult widely across the Commission and external networks and liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	<b>January 2027</b>	Lead: Executive Director, Strategy and Innovation Support: Strategy and Innovation team

# AUSTRALIAN COMMISSION ON SAFETY AND QUALITY IN HEALTH CARE

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