

Reconciliation Action Plan

May 2025 – May 2027



Acknowledgment of Country

The Australian Dental Council (ADC) acknowledges the Wurundjeri people of the Kulin Nation as the Traditional Owners of the land on which our administration and examination centre sits.

We also acknowledge that our business operates across Australia, on the unceded lands of the oldest continuing cultures in the world. We pay our respects to each of the Clans, Language Groups and Nations of Aboriginal and Torres Strait Islander Australia.

We acknowledge and pay respect to their Elders, ancestors, cultures, and heritage and recognise their ongoing connection to culture, land, and community.

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Statement of commitment

The ADC stands unwavering in its commitment to reconciliation and truth-telling as essential pillars of justice and healing. We recognise that meaningful reconciliation demands confronting the truths of Australia's history—the dispossession, systemic racism, and ongoing inequalities experienced by Aboriginal and Torres Strait Islander peoples. We are resolute in our responsibility to amplify their voices, embed their perspectives, and champion their rights in everything we do.

The 2023 Referendum has laid bare the urgent need for organisations and individuals to take stronger, bolder action. It is not enough to stand on the sidelines; we must be allies in the fight for equity and justice. For the ADC, this means driving cultural safety and self-determination within the dental health professions, challenging ingrained systems of exclusion, and actively contributing to dismantling racism in healthcare.

Through our Innovate Reconciliation Action Plan (RAP), we are committed to embedding reconciliation into our ethos. We will ensure that Aboriginal and Torres Strait Islander knowledges, histories, and lived experiences are at the forefront of the accreditation standards we uphold. Truth-telling will not be an optional extra—it will be central to our policies, practices, and conversations, both internally and with our stakeholders. We will actively create spaces for difficult but necessary conversations about Australia's past and its ongoing impacts on Aboriginal and Torres Strait Islander peoples. These truths will guide our actions and drive us to challenge inequities and injustices wherever they exist within our organisation, the dental health sector and the broader society.

Reconciliation is not a gesture; it is an ongoing responsibility. We will hold ourselves accountable to act with courage, compassion, and conviction. Together, we can build a healthcare system and a society grounded in respect, equity, and a shared commitment to a reconciled future.



Foreword by the CEO, Australian Dental Council



Reconciliation is deeply personal to me and is integral in my role as the leader of the ADC. It represents a profound commitment to creating a future where the voices, histories, and contributions of Aboriginal and Torres Strait Islander peoples are respected, celebrated, and embedded in everything we do. Reconciliation is about listening to the truths of our shared history, learning from them, and taking purposeful action to create meaningful change.

For the ADC, reconciliation is not just an aspiration—it is a responsibility. Our Innovate RAP marks a pivotal step forward, allowing us to deepen our relationships with Aboriginal and Torres Strait Islander communities and turn ideas into impactful initiatives. We envision dental health professions that are culturally safe, inclusive, and reflective of the diversity of the communities they serve.

Through this RAP, we are committed to driving equity, removing barriers, and fostering trust and respect at every level of the dental health sector.

To Australia's Aboriginal and Torres Strait Islander communities, I make this promise: we will listen with humility, learn from your experiences, and act with integrity to address inequities and promote cultural safety. To our staff and partners, I pledge to create and maintain a workplace culture of inclusion, respect, and growth, empowering each of us to champion reconciliation in our work and beyond.

Reconciliation is a journey we take together. By fostering understanding and building relationships based on trust, we can create a future where respect, equity, and opportunity are not ideals but realities for all Australians.

Jonathon Kruger
Chief Executive Officer
Australian Dental Council

Statement from the Chair, Australian Dental Council



The ADC Board is committed to reconciliation through deliberate, measurable actions that drive tangible progress. This Innovate RAP builds on the Reflect RAP, shifting from commitment to structured execution. We embed reconciliation in our governance, accreditation standards, and professional practices, ensuring transparency and accountability.

As a regulatory body, the ADC sets the standards for dental program accreditation and assesses internationally qualified dental practitioners to ensure they provide safe, culturally competent care in Australian communities. Our role goes beyond compliance; We set an intention to cultivating a dental profession in which Aboriginal and Torres Strait Islander peoples are respected, included, and experience equitable healthcare outcomes.

The completion of our Reflect RAP was a critical milestone, fulfilling 47 commitments to enhance cultural awareness, strengthen partnerships, and embed cultural safety in dental education and accreditation. However, this is just the beginning. The Innovate RAP strengthens our dedication to integrating Aboriginal and Torres Strait Islander perspectives into governance, strategic decision-making, and systemic change.

The Board upholds reconciliation as an ongoing commitment, driven by strong leadership and embedded at every level of our organisation.

We believe that cultural safety must be more than an aspiration—it must be a fundamental, enforceable standard that informs policies, training, and professional conduct.

Achieving this requires continuous evaluation, meaningful engagement, and accountability frameworks that track real progress.

I have had the privilege of working closely with Aboriginal directors and committee members at the ADC, whose insights, leadership, and lived experiences continue to broaden my understanding. Their guidance reaffirms that reconciliation is realised not through rhetoric but through sustained, concrete action that acknowledges history, addresses systemic inequities, and creates real pathways for change.

To our staff, stakeholders, and particularly Aboriginal and Torres Strait Islander peoples—this RAP is our commitment to listening, acting, and ensuring reconciliation is embedded throughout our organisation. Each of us has a role in questioning biases, advocating for equity, and fostering meaningful transformation.

Reconciliation is a continuous process, and we are engaging in the next step of this journey by reaffirming our duty to lead with integrity. I invite you to join us in moving forward—purposefully, transparently, and with a shared commitment to systemic reform in dental education and healthcare.

Dr Felicia Valianatos
Chair
Australian Dental Council

Statement from the Chair, Reconciliation Australia



Reconciliation Australia commends the Australian Dental Council 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 Australian Dental Council to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

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

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises

not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. The Australian Dental Council 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 Australian Dental Council's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

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

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

Karen Mundine
Chief Executive Officer
Reconciliation Australia

RAP partner message, Dixie Crawford



As a Barkindji woman and your RAP Partner, I am honoured to work with your team on this Innovate RAP. Building on the foundations established during the Reflect RAP, it's evident this organisation is moving beyond reflection into meaningful, actionable steps to drive reconciliation.

What has stood out to me is the ADC's team dedication to implementing change, paired with a deep commitment to critical self-reflection. You recognise and celebrate your progress while thoughtfully acknowledging where further growth is needed. This balance of action and humility positions you as leaders in the dental health sector, striving to set an example for others.

Our conversations about truth-telling have been authentic and robust, showcasing an organisational culture that goes beyond cultural awareness. You are not only seeking insights but also confronting the enduring impact of colonisation and systemic racism on Aboriginal and Torres Strait Islander communities. This honest engagement demonstrates a genuine desire to build relationships grounded in trust, respect, and understanding.

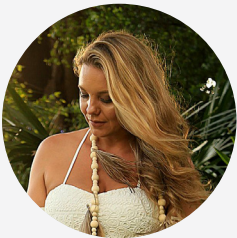
As you progress this Innovate RAP, the focus shifts to embedding reconciliation into your operations, fostering partnerships, and driving systemic change. Your ambition to make a maximum impact within the dental health sector reflects a clear vision—to not only lead by example but to create pathways that others can follow.

Moving forward, the work undertaken in this RAP has the potential to leave a legacy, both within the sector and the broader community.

I am excited to see how this organisation continues to turn its commitments into meaningful outcomes that amplify reconciliation and support stronger futures for Aboriginal and Torres Strait Islander peoples. It's a privilege to partner with you on this important journey.

Dixie Crawford
Barkindji woman
RAP Consultant, Nganya

About the artist and artwork



Lani Balzan
Aboriginal Artist and
Graphic Designer

Meet Lani Balzan, a proud Aboriginal woman from the Wiradjuri people of the three-river tribe. Though her family roots lie in Mudgee, she grew up traversing various regions of Australia, finally finding her home in Queensland, Australia.

Lani is an Aboriginal artist and graphic designer specialising in designing Aboriginal canvas art, graphic art, logos, Reconciliation Action Plans and document design.

In 2016 Lani was announced as the 2016 NAIDOC Poster Competition winner with her artwork 'Songlines'. This poster was used as the 2016 NAIDOC theme across the country.

With over a decade of experience under her belt, Lani has achieved consistent success throughout the country. One of her biggest aspirations is to strengthen her connection to her culture and contribute to the journey of reconciliation, bringing people and communities together to appreciate the richness of Australia's unique and vibrant Indigenous culture. Through her mesmerising art, Lani Balzan continues to make a profound impact, celebrating heritage, and fostering unity in the diverse tapestry of Australia's cultural landscape and understanding.

Artwork Story for ADC's Innovate RAP

This artwork represents the Australian Dental Council's evolving journey of reconciliation—a journey rooted in respect, growth, and cultural safety. It builds upon the foundation laid in the Reflect RAP and celebrates the organisation's movement into a more action-driven and community-connected phase with the Innovate RAP.

At the heart of the design sits a central meeting place, symbolising the ADC itself—a hub of knowledge, collaboration, and transformation. This centre is surrounded by radiating pathways, each representing the core responsibilities of the ADC: education program accreditation, the assessment of overseas-trained practitioners, and internal commitments to cultural safety. These pathways branch outward, showing growth, learning, and inclusive practice.

The colour palette blends ADC's branding colours with traditional tones—burnt orange symbolising Country and connection; indigo and rich sky blue for water and knowledge; crimson and purple to reflect unity and strength; and charcoal to ground the story in truth and resilience.

Together, these elements form a narrative of unity, cultural respect, and shared responsibility. The piece invites ongoing reflection and action, embodying the ADC's vision of embedding reconciliation into its policies, culture, and everyday work—not as a destination, but as a living journey of partnership and growth.

Strength in Unity – Pathways to Cultural Safety



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Connection to sea and country

- 1. Radiant Sun** – representing the warmth, understanding, and protection that comes from working in culturally safe ways.
- 2. Knowledge Stones** – symbolising the six accreditation standards, one of which is specifically focused on cultural safety.
- 3. River of Growth** – illustrating progress from the Reflect to the Innovate RAP, showing fluidity, change, and commitment to evolution.
- 4. Community Circles** – acknowledging the diverse staff and external stakeholders who shape ADC's culturally respectful environment.
- 5. Spirit Dots** – highlighting the individuals impacted by ADC's work, including students, practitioners, and communities.
- 6. Boomerangs of Knowledge** – representing the reciprocal nature of learning and teaching. Positioned along the pathways, these boomerangs symbolise the knowledge received through listening, engaging, and walking together with Aboriginal and Torres Strait Islander peoples. Just as a boomerang returns to its thrower, the knowledge gained is returned through respectful action, cultural humility, and shared growth.
- 7. Flora of Country** – native plants are interwoven throughout the design, symbolising the deep and enduring connection to land, culture, and healing. These plants represent the richness of Country and the importance of respecting and nurturing the environments that sustain Aboriginal and Torres Strait Islander communities and knowledge systems.



Our business

The ADC plays a critical role in the health and safety of the public by ensuring dental practitioners meet the highest standards of competence, professionalism and effectiveness. As the accreditation authority for dental professions in Australia, our work encompasses a broad range of functions, including:

- accrediting education and training programs leading to registration as a dentist, dental specialist, dental hygienist, dental therapist, oral health therapist and dental prosthetist
- developing accreditation standards, policies, and procedures for Australian-based dental practitioner programs
- developing standards, policies, and procedures for the assessment of qualities and skills of overseas trained dental practitioners (excluding dental specialists) seeking registration to practise in Australia
- assessing the professional qualities, knowledge, judgement, and clinical skills of overseas trained dental practitioners (excluding dental specialists) to determine their ability to apply for registration to practise in Australia.

The ADC is a not-for-profit company limited by guarantee under the Corporations Act 2001 (Cth), registered with the Australian Securities and Investments Commission (ASIC), and a registered charity with the Australian Charities and Not-for-profits Commission (ACNC). Our organisation employs

48 full time equivalent staff and more than 250 assessors, examiners and item writers who oversee our examinations and accreditation processes. The ADC is governed by a Board of eight Directors including two Aboriginal and Torres Strait Islander people. Additionally, the Board is supported by 33 standing Committee members which include four Aboriginal and Torres Strait Islander people. Increasing representation and understanding of our workforce in these areas is a priority as we continue our reconciliation journey.

Our office and examination centre are in Naarm (Melbourne), on the unceded lands of the Wurundjeri peoples of the Kulin Nation. While based in Naarm, the ADC's work extends nationally and increasingly internationally, reflecting our growing influence in the global dental community.

Our staff live and work on the lands of the Boon Wurrung, Wathaurong and Wurundjeri peoples. Our Board and Committee members are located across Australia, residing on the lands of the Awabakal, Darkinjung, Dharawal, Gadigal, Gumbaynggir, Gunaikurnai, Guringai, Kurna, Ngunnawal, Palawa, Turrbal, Wadawurrung, Whadjuk Noongar, Wurundjeri, Yirrganydji, Yugambah and Yuggera peoples.

By fostering strong partnerships and embedding cultural safety across all areas of our work, the ADC is committed to driving meaningful change in the dental professions and advancing reconciliation with Aboriginal and Torres Strait Islander peoples.

Strategic plan

We aspire to:

A world where all health professionals are competent to practise safely.

We will do this by:

Delivering accreditation and assessment activities globally.

Our guiding pillars are:



Growth

We continue to evolve our capacity and capability to create and take advantage of opportunities.



Innovation

We capitalise on new ideas and emerging technologies to develop and implement best practice, efficient systems and processes.



Quality

We focus on outcomes and use data to continuously evaluate and improve our services.



Impact

We make decisions that are ethical, culturally safe and sustainable to support community health and wellbeing.

Our values are:

Collaboration

Means we come together with purpose, openness and trust. Building strong relationships and sharing knowledge drives better outcomes and innovation.

Respect

Means valuing people as individuals, embracing diverse perspectives and fostering a culture of kindness, fairness, and inclusion.

Learning

Means we are curious, reflective, and open to feedback. We embrace opportunities to grow, both individually and collectively.

Integrity

Means acting with honesty, taking responsibility, and consistently upholding the values and standards we set for ourselves and each other.

For our people we are:

Committed to creating a diverse and inclusive workplace that fosters growth and drives positive change within our organisation and the communities we serve.

Our RAP

As a leading accreditation authority, the ADC is uniquely positioned to influence the quality of education, training, and care provided by dental professionals across Australia. Through our Innovate RAP, we reaffirm our commitment to reconciliation by embedding the principles of cultural safety and self-determination within our core responsibilities.

The ADC is dedicated to advancing health outcomes for Aboriginal and Torres Strait Islander peoples by placing cultural safety at the centre of the professional standards we set. This commitment underpins our strategic role in ensuring that institutions delivering education and training programs prioritise cultural safety as a fundamental element of their practices.

A key focus of the ADC is the ongoing review and enhancement of the Accreditation Standards and Professional Competencies. This process is guided by extensive consultation with Aboriginal and Torres

Strait Islander health leaders and resulted in the integration of a dedicated cultural safety domain in 2021. This inclusion reinforces our role in shaping a culturally competent and inclusive dental workforce.

Our work aligns with the National Registration and Accreditation Scheme's Aboriginal and Torres Strait Islander Health and Cultural Safety Strategy 2020–2025. In keeping with this strategy, the National Scheme's definition of cultural safety was embedded into the Professional Competencies in 2022. The updated Professional Competencies guide accreditation, assessments, and examinations, ensuring cultural safety is a consistent priority throughout all ADC functions.

By driving these initiatives, the ADC aims to influence the broader health landscape and contribute meaningfully to reconciliation and improved outcomes for Aboriginal and Torres Strait Islander communities.



Our vision

The Australian Dental Council (ADC) envisions a healthcare system where Aboriginal and Torres Strait Islander peoples experience respect, cultural understanding, and equity in every interaction. As leaders in the National Registration and Accreditation Scheme, we aim to create a dental health workforce committed to advancing health outcomes in Aboriginal and Torres Strait Islander communities by embedding cultural safety into all aspects of dental education and practice.

Our Innovate RAP reflects a commitment to fostering culturally safe healthcare through collaboration with Aboriginal and Torres Strait Islander peoples, communities and organisations. We will work to ensure their perspectives are actively represented in decision-making processes, guiding the development of standards, competencies, and accreditation functions that promote respect, self-reflection, and equity.

The ADC is dedicated to setting benchmarks for dental education programs that require cultural safety as a core competency. By partnering with education providers, we aim to ensure every graduate from an ADC-accredited program is

equipped to deliver culturally safe care and address the unique needs of Aboriginal and Torres Strait Islander peoples and communities.

Our examinations and assessments will test cultural safety competencies, ensuring all practitioners, including overseas-qualified professionals, meet the standards required to practise in Australia. Examiners and assessors will uphold culturally safe principles, reinforcing the importance of eliminating racism within the dental health professions.

As an organisation, we strive to provide a culturally safe environment for staff, stakeholders, and partners. Our commitment extends to embedding cultural safety into every facet of our operations—policies, processes, research, and workplace culture—ensuring that our value proposition is firmly rooted in reconciliation and equity.

The ADC's vision for reconciliation is a healthcare system free from racism, where cultural safety is a standard of practice, and Aboriginal and Torres Strait Islander knowledges are foundational to the education and assessment of dental practitioners in Australia.

Transitioning from Reflect to Innovate

The ADC is proud to transition from a Reflect RAP to an Innovate RAP, marking a critical next step in our reconciliation journey. This Innovate RAP reflects our commitment to building stronger, more authentic relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations while embedding meaningful, sustainable change across the organisation and the dental health sector.

The Reflect RAP was instrumental in laying the foundation for reconciliation within the ADC. It enabled us to implement initiatives that significantly enhanced cultural awareness and understanding among our staff, Board, and Committees.

Feedback from the Workplace RAP Barometer, a biennial national survey that measures the attitudes towards and perceptions of reconciliation among employees of RAP organisations, highlighted

many positives including the impact of cultural responsiveness training, which is now a core part of our onboarding process. Staff shared the organisation's efforts to promote understanding and reflection on reconciliation through initiatives such as National Reconciliation Week events and Indigenous Literacy Day activities, and the required inclusion of Aboriginal and Torres Strait Islander suppliers as part of the purchasing policy. These initiatives not only strengthened internal awareness but also fostered external partnerships with organisations such as Indigenous Allied Health Australia, and Indigenous Dental Association Australia.

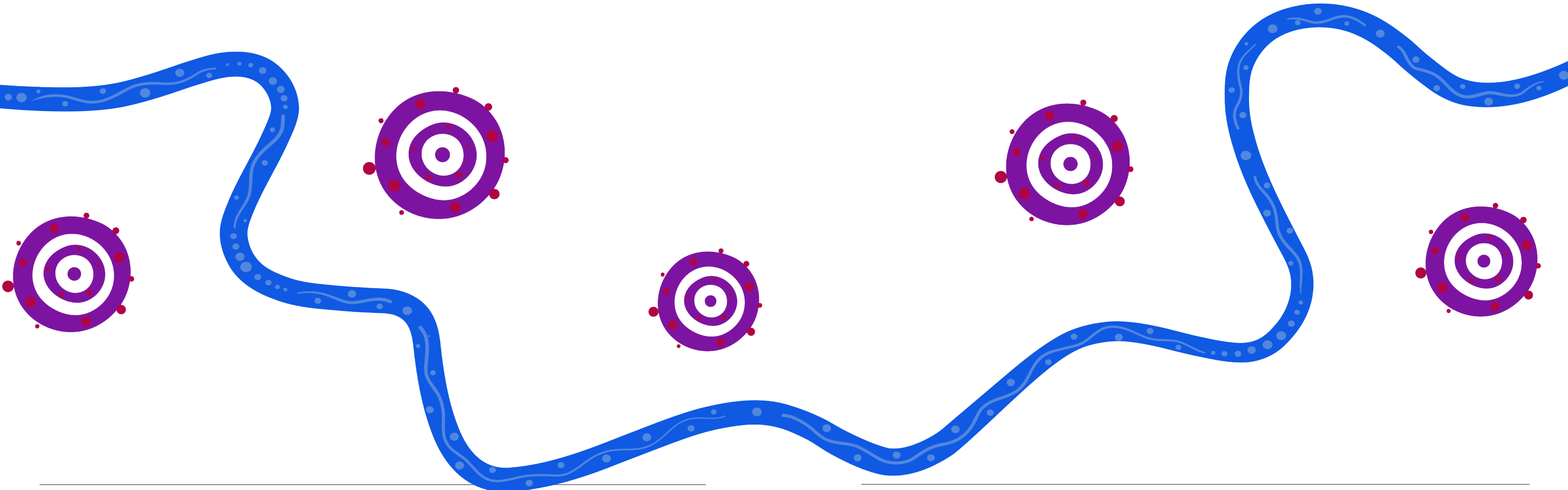
The Reflect RAP also created opportunities for staff to engage with Aboriginal and Torres Strait Islander cultures, histories, and contributions, leading to greater advocacy for reconciliation within the organisation. Many staff reported feeling more confident to

participate in conversations about reconciliation and to challenge inequities where they see them. These successes have encouraged us to build on this momentum and take our commitment to reconciliation further through the Innovate RAP.

However, reflection is a vital part of the reconciliation journey, and the Workplace RAP Barometer identified areas for improvement. Some of the challenges included the need for greater active participation in RAP initiatives across the organisation, increased engagement with Aboriginal and Torres Strait Islander communities and businesses, and more effective communication about RAP activities. Feedback highlighted the importance of creating more opportunities for in-person interactions, co-designed activities, and tangible actions that staff can take to support reconciliation in their roles. These reflections have informed the development of our Innovate RAP

and reinforced our commitment to listening, learning, and continuously improving.

The Innovate RAP provides us with the framework to address these challenges while building on the successes of the Reflect RAP. Through this RAP, we will embed cultural safety into our accreditation standards, assessments, and examinations, ensuring it becomes a foundational competency for dental practitioners in Australia. We will also strengthen our partnerships with Aboriginal and Torres Strait Islander organisations, expand our support for Aboriginal and Torres Strait Islander businesses, and co-design initiatives that deliver lasting, positive outcomes for Aboriginal and Torres Strait Islander peoples. Reconciliation is an ongoing journey that requires accountability, reflection, and action. The ADC's Innovate RAP is our commitment to fostering respect, equity, and collaboration across all aspects of our work.



Innovate RAP implementation

The governance structure for the ADC's Innovate RAP ensures robust oversight, accountability, and collaboration across all levels of the organisation. This structure is designed to drive progress, embed reconciliation into organisational practices, and maintain transparency. It consists of two key groups: the Strategic Enabler Group and the Community Activator Group, each with distinct but complementary roles.

The **RAP Strategic Enabler Group** provides high-level strategic direction and leadership, ensuring that the RAP's deliverables align with the ADC's broader strategic objectives. This group is responsible for allocating resources, including time, budget, and personnel, to support RAP initiatives. It monitors RAP progress through regular reporting, facilitates cross-departmental collaboration, and provides guidance on embedding reconciliation into organisational policies and practices. Comprising senior leaders, RAP champions, and executive sponsors, the group meets monthly, with additional meetings scheduled as needed to address key milestones or challenges. Regular updates are provided to the executive team and RAP Community Activator Group to maintain visibility and accountability across the organisation.

The **RAP Community Activator Group** serves as the face of the RAP, both internally and externally. This group champions RAP initiatives by promoting awareness, driving workforce engagement, and

building relationships with Aboriginal and Torres Strait Islander communities and organisations. It leads the planning and execution of RAP events, develops communication strategies to highlight the RAP's purpose and progress, and ensures cultural protocols are respected in all activities. With membership drawn from various levels of the organisation, including RAP champions, communications officers, and volunteers, the group meets every six weeks, with additional meetings around major events such as National Reconciliation Week. It reports to the RAP Strategic Enabler Group to ensure alignment with broader RAP goals.

This group will be joined by Aboriginal and Torres Strait Islander Advisor Jaynaya Winmar. Jaynaya is a Noongar/Balladong woman hailing from Quairading, who has seamlessly woven her rich cultural heritage with her entrepreneurial spirit to create significant pathways for Indigenous empowerment and business success. As the visionary founder and CEO of Blakbone Sistahood, Jaynaya has pioneered a platform that not only champions Indigenous entrepreneurship but also nurtures a supportive network that spans across the nation.

Together, these governance groups ensure that the ADC's Innovate RAP is implemented with integrity, fostering cultural safety, collaboration, and accountability throughout the organisation.

The RAP Strategic Enabler Group



Philippa Davis
Director, Accreditation,
Policy and Research



Hayley Hawkins
Manager, Policy
and Projects



Rachel Knight
Director,
Corporate Services



Jonathon Kruger
CEO



Laura Malone,
Director, People
and Culture



Veronica Vele,
Director, Assessments
and Examinations

The RAP Community Activator Group



Michelle Agnoletto
Manager, Finance



Valentina Alban Andrioli
Candidate
Support Officer



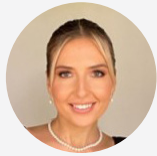
Rachel Avery
Manager,
Communications
(Secretariat)



Karen Escobar
Clinical Venue
Coordinator



Hayley Hawkins
Manager, Policy
and Projects (Chair)



April Kelly
Manager, Human
Resources



Jonathon Kruger
CEO



Laura Malone
Director, People
and Culture



Sonia Romeo
Manager,
Examination Delivery



Jaynaya Winmar
Aboriginal and Torres
Strait Islander Advisor,
Blakbone Sistahood

What we have achieved so far

The ADC Reflect RAP has laid a foundation for advancing reconciliation within our organisation and across the dental health sector. These achievements demonstrate our commitment to fostering cultural safety, building relationships with Aboriginal and Torres Strait Islander communities, and embedding reconciliation into our organisational practices.

One of our key accomplishments is the completion of cultural responsiveness training for all ADC staff, Board members, and Committee representatives. This training has enhanced understanding of cultural safety and now forms an integral part of our onboarding process for new staff, ensuring reconciliation principles are

embedded from the outset. We have extended this commitment to our assessors, examiners, and item writers and also partnered with ABSTARR Consulting to deliver specialised training, equipping them to assess programs against cultural safety standards in a culturally safe manner.

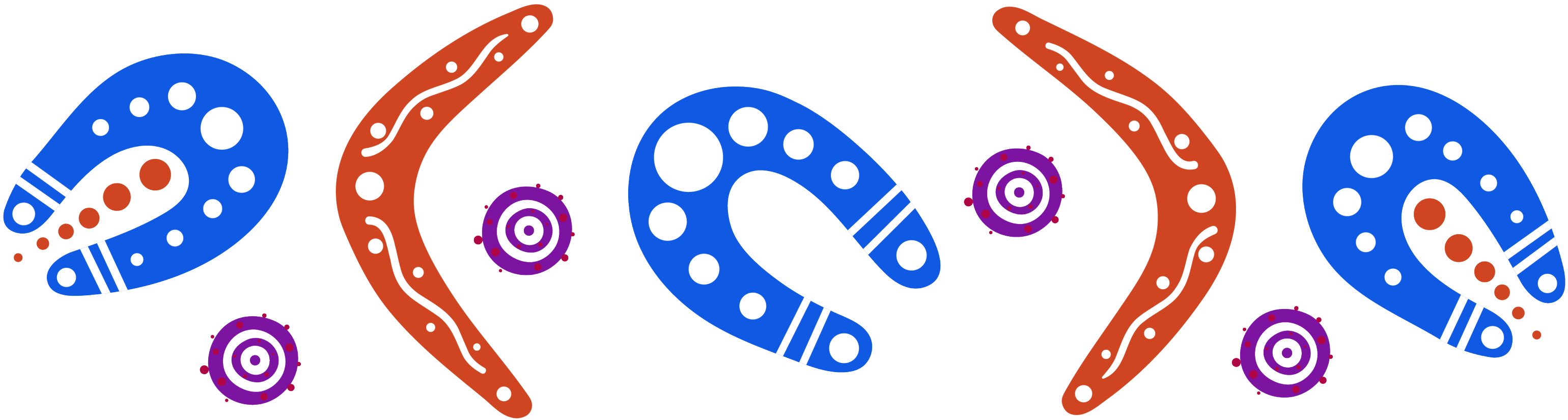
The ADC has also strengthened its engagement with Aboriginal and Torres Strait Islander communities and organisations. We are proud to have Aboriginal and Torres Strait Islander individuals contributing as members of our Board, Assessment Committee, and Accreditation Committee, ensuring Aboriginal and Torres Strait Islander perspectives inform our

governance and decision-making. We have established meaningful professional connections with organisations such as Indigenous Allied Health Australia, and Indigenous Dental Association Australia.

The ADC has demonstrated its commitment to supporting Aboriginal and Torres Strait Islander businesses and communities through initiatives such as adopting a policy for engaging Aboriginal and Torres Strait Islander suppliers and collaborating with providers such as Mabu Mabu, Jarrah Catering and Nganya. The ADC has offset its carbon emissions through Carbon Offsets Australia, an organisation that manages large-scale revegetation projects which

are planted by a 100% Aboriginal and Torres Strait Islander workforce. Our contribution also extended to grassroots activities, including a book donation drive for Books and Boots, an Aboriginal and Torres Strait Islander not-for-profit supporting literacy for children in remote communities.

These achievements highlight the ADC's commitment to reconciliation, cultural safety, and inclusivity. They provide a strong platform for the Innovate RAP, which will enable us to deepen our impact, expand our partnerships, and drive systemic change in the dental health sector.



RAP actions and deliverables



 Relationships

Building strong relationships between Aboriginal and Torres Strait Islander peoples and other Australians is fundamental to the ADC's mission and vision for reconciliation. As the accreditation authority for dental health education and practice, the ADC recognises that meaningful relationships foster understanding, trust, and collaboration, which are essential for advancing cultural safety and achieving equitable health outcomes.

Oral health is deeply connected to overall wellbeing, and the ability to provide culturally safe, responsive care relies on strong relationships. By connecting people and sharing experiences, the ADC creates opportunities for practitioners, educators, and stakeholders to learn from Aboriginal and Torres Strait Islander peoples, building mutual respect and understanding. These connections enrich the dental health profession and ensure it is better equipped to serve all Australians.

Effective communication and engagement are at the core of our approach. Through partnerships with organisations such as Indigenous Allied Health Australia and Indigenous Dental Association Australia, we have established relationships that inform our policies, programs, and practices. These partnerships

ensure Aboriginal and Torres Strait Islander voices are heard and embedded in decisions that shape dental health education and standards.

The ADC is also committed to fostering relationships within its governance structures. By engaging Aboriginal and Torres Strait Islander representatives on our Board, Committees, and working groups, we ensure that reconciliation principles are embedded in our organisational culture and strategic direction. This inclusive approach strengthens our ability to address barriers to equitable dental health and cultural safety.

Building strong relationships goes beyond professional connections. It is about creating genuine, respectful partnerships that promote shared learning and collaboration. The ADC's commitment to these relationships reflects our belief that reconciliation is not just about acknowledging the past but also about working together to create a more inclusive and equitable future. Through respectful relationships, the ADC strives to connect people, share experiences, and build trust within the dental health profession and the communities it serves. These relationships are essential to achieving our vision of reconciliation and ensuring a healthcare system where Aboriginal and Torres Strait Islander peoples experience respect, inclusion, and equity.

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.	December 2025	CEO
	1.2 Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2025	CEO
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	April 2026	Director, Assessments and Examinations
	2.2 RAP Working Group members to participate in an external NRW event.	27 May–3 June 2025, 2026	CEO
	2.3 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May–3 June 2025, 2026	CEO
	2.4 Organise at least one NRW event each year.	27 May–3 June 2025, 2026	CEO
	2.5 Register all our NRW events on Reconciliation Australia's NRW website.	May 2025, 2026	RAP Working Group Chair

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	3.1 Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	August 2025	Manager, Communications
	3.2 Communicate our commitment to reconciliation publicly.	July 2025	Manager, Communications
	3.3 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	August 2025	CEO; SLT
	3.4 Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	December 2025	CEO
	3.5 Develop a communications strategy for internal and external communications across multiple channels such as email, intranet, social media, publications, web to ensure all ADC's communications reflect respect for Aboriginal and Torres Strait Islander communities, promoting positive engagement.	September 2025	Manager, Communications
4. Promote positive race relations through anti-discrimination strategies.	4.1 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	May 2025	Manager, HR
	4.2 Develop, implement, and communicate an anti-discrimination policy for our organisation.	June 2025	Director, People and Culture
	4.3 Review and update the anti-discrimination policy based on research of best practice and consultation with Aboriginal and Torres Strait Islander advisors.	May 2025	Director, People and Culture
	4.4 Educate senior leaders on the effects of racism.	June 2026	CEO

Action	Deliverable	Timeline	Responsibility
5. Collaborate with partners to promote truth-telling initiatives within the dental profession in Australia.	5.1 Engage with the Aboriginal and Torres Strait Islander Expert Advisory Group to inform truth telling research, advocacy and thought leadership approaches.	July 2026	CEO
	5.2 Undertake a review of truth telling models including any utilised by dental education providers.	July 2026	Director, Accreditation, Policy and Research; Director, Assessments and Examinations
	5.3 Communicate with education providers about relevant truth telling models identified through the literature review.	December 2026	Director, Accreditation, Policy and Research; Director, Assessments and Examinations

Respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights lies at the heart of the ADC's commitment to reconciliation. As the accreditation authority for dental health education and practice in Australia, we are uniquely positioned to ensure that respect for these cultures and histories is embedded in the dental profession. This respect is integral to fostering a culturally safe, inclusive, and equitable dental healthcare system for all Australians.

We recognise the richness and diversity of Aboriginal and Torres Strait Islander cultures, which have cared for this land and its people for tens of thousands of years. By acknowledging and celebrating these histories and contributions, the ADC aims to inspire pride and appreciation not only within our organisation but across the dental health profession. This includes integrating cultural knowledge and understanding into accreditation standards, education programs, and assessments to prepare dental practitioners who can provide culturally safe and responsive care.

The ADC acknowledges that truth-telling about Australia's shared history is a critical step in reconciliation. We are committed to fostering a

culture of learning that deepens understanding of the impacts of colonisation and the resilience and strength of Aboriginal and Torres Strait Islander communities. By creating opportunities for staff, stakeholders, and dental health professionals to engage with these truths, we contribute to a profession that values inclusivity and fairness.

Respect for Aboriginal and Torres Strait Islander rights is fundamental to achieving equity in dental healthcare. Through our work, we aim to empower dental practitioners to recognise and uphold these rights, ensuring that all Australians have access to care that respects and values their cultural identity.

At the ADC, respect is more than an ideal; it is an action. It drives our commitment to embedding reconciliation into the fabric of the dental profession, celebrating the successes and contributions of Aboriginal and Torres Strait Islander peoples, and creating a future where dental health professionals actively contribute to a healthcare system free from racism and inequity. This is not only integral to reconciliation but also to the ADC's vision for better health outcomes for all Australians.

Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	6.1 Conduct a review of cultural learning needs within our organisation.	October 2025	Manager, HR
	6.2 Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	November 2025	Manager, HR
	6.3 Develop, implement, and communicate a cultural learning strategy document for our staff.	March 2026	Manager, HR
	6.4 Provide three opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	December 2026	CEO
	6.5 Develop and deliver cultural safety training tailored for overseas-qualified dental practitioners, in collaboration with Aboriginal and Torres Strait Islander organisations.	November 2025	Director, Assessments and Examinations
	6.6 Ensure the self-reflective tool is available to overseas-qualified dental practitioners.	December 2025	Director, Assessments and Examinations
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	7.1 Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2026	CEO
	7.2 Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	December 2025	Manager, Communications

Action	Deliverable	Timeline	Responsibility
	7.3 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	December 2025, 2026	CEO
	7.4 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	August 2025	Manager, Communications
8. Build respect for Aboriginal Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	8.1 RAP Working Group to participate in an external NAIDOC Week event.	July 2025	Manager, HR
	8.2 Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2025	Director, People and Culture
	8.3 Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2025, 2026	Manager, HR
9. Develop resources supporting cultural safety standards for assessors and examiners.	9.1 Develop assessor prompts to assess Standard 6 (cultural safety), leveraging existing prompts as a foundation.	December 2025	Director, Accreditation, Policy and Research; Director, Assessments and Examinations
	9.2 Develop culturally safe guides and training materials for examiners assessing overseas trained practitioners.	December 2025	Director, Accreditation, Policy and Research; Director, Assessments and Examinations
	9.3 Create resources to guide assessors accrediting health practitioner programs against the cultural safety standards.	December 2026	Director, Accreditation, Policy and Research; Director, Assessments and Examinations

Creating opportunities for Aboriginal and Torres Strait Islander peoples, organisations, and communities is integral to the ADC's vision for reconciliation and its core mission to promote excellence in dental health education and practice. As the accreditation authority for the dental profession, the ADC is uniquely positioned to influence the sector by enabling equitable access to systems and processes, supporting employment pathways, and fostering professional development.

The ADC believes that building a culturally safe and inclusive dental workforce begins with increasing opportunities for Aboriginal and Torres Strait Islander peoples to participate and thrive in the dental health profession. We are committed to addressing barriers to employment and retention by creating pathways for Aboriginal and Torres Strait Islander professionals, both within our organisation and the broader sector. This includes exploring ways to attract, support, and retain Aboriginal and Torres Strait Islander staff, ensuring that their voices and perspectives are embedded in the profession's future.

Procurement is another critical avenue for driving opportunities. Through our Aboriginal and Torres Strait Islander Supplier Engagement Policy, the ADC actively works to support Aboriginal and Torres Strait

Islander businesses, ensuring that our procurement practices contribute to the economic empowerment of Aboriginal and Torres Strait Islander communities. By partnering with suppliers such as Carbon Offsets Australia, Mabu Mabu and Jarrah Catering, we demonstrate our commitment to sustainable and mutually beneficial relationships.

Professional development is key to enabling long-term success. The ADC collaborates with organisations such as Indigenous Allied Health Australia and Indigenous Dental Association Australia to support the professional growth of Aboriginal and Torres Strait Islander dental health practitioners. By fostering partnerships and delivering targeted initiatives, we aim to strengthen the capacity of Aboriginal and Torres Strait Islander professionals and ensure they are equipped to lead and excel within the dental sector.

Opportunities are a cornerstone of reconciliation. By providing access, pathways, and support, the ADC contributes to a profession where Aboriginal and Torres Strait Islander peoples and organisations can thrive. These efforts are essential not only to advancing reconciliation but also to building a stronger, more inclusive dental health system that benefits all Australians.

Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	10.1 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	September 2025	Manager, HR
	10.2 Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	November 2025	Manager, HR
	10.3 Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	May 2026	Director, People and Culture
	10.4 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	May 2025	Manager, HR
	10.5 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace, with a Aboriginal and Torres Strait Islander employment target of 3%.	August 2026	Manager, HR
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	11.1 Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	May 2025	Director, Corporate Services
	11.2 Investigate Supply Nation membership.	May 2025	Director, Corporate Services
	11.3 Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	September 2025	Director, Corporate Services
	11.4 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	May 2025	Director, Corporate Services

Action	Deliverable	Timeline	Responsibility
	11.5 Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	December 2026	Director, Corporate Services
	11.6 Assess the ADC's capacity to offer work experience placements and create tailored opportunities that provide meaningful and fulfilling work for participants.	September 2026	Manager, HR
	11.7 Track participation metrics, including the number of work experience placements completed.	December 2026	Manager, HR
	11.8 Measure the conversion rate of participants transitioning into long-term employment.	December 2026	Manager, HR
12. Establish a program to support Aboriginal and Torres Strait Islander dental students and promote long-term employment pathways in dentistry.	12.1 Undertake a review of supports available for Aboriginal and Torres Strait Islander students at Australian dental education providers. Publish a report on available supports.	June 2026	Director, Accreditation, Policy and Research
	12.2 Undertake a needs analysis to identify gaps and supports required to improve the educational experiences of Aboriginal and Torres Strait Islander dental students.	August 2026	Director, Accreditation, Policy and Research
	12.3 Collaborate with Aboriginal and Torres Strait Islander Expert Advisory Group and organisations such as Indigenous Dental Association Australia to develop a strategy to support Aboriginal and Torres Strait Islander dental students.	December 2026	Director, Accreditation, Policy and Research
13. Establish and maintain an effective RAP Working Group (RAP Strategic Enabler Group and RAP Community Activator Group) to drive governance of the RAP.	13.1 Maintain Aboriginal and Torres Strait Islander representation on the RAP Community Activator Group.	May 2025, August 2025, March 2026, August 2026	Director, People and Culture
	13.2 Establish and apply a Terms of Reference for the RAP Community Activator Group.	May 2025	Director, People and Culture

Action	Deliverable	Timeline	Responsibility
14. Provide appropriate support for effective implementation of RAP commitments.	13.3 Meet at least four times per year to drive and monitor RAP implementation.	May 2025, July 2025, August 2025, October 2025, December 2025, February 2026, April 2026, June 2026, August 2026, October 2026, December 2026	Director, People and Culture
	14.1 Define resource needs for RAP implementation.	May 2025, April 2026	CEO
	14.2 Engage our senior leaders and other staff in the delivery of RAP commitments.	December 2026	CEO
	14.3 Define and maintain appropriate systems to track, measure and report on RAP commitments.	May 2025	RAP Working Group Chair
15. Establish an external Aboriginal and Torres Strait Islander Expert Advisory Group to provide guidance on projects and policies that impact Aboriginal and Torres Strait Islander communities.	14.4 Appoint and maintain an internal RAP Champion from senior management.	May 2025	CEO
	15.1 Establish and apply a Terms of Reference for the Aboriginal and Torres Strait Islander Expert Advisory Group.	May 2025, August 2025, October 2025, December 2025, March 2026, May 2026, August 2026, October 2026	Director, Accreditation, Policy and Research; Director, Assessments and Examinations
	15.2 Meet at least four times per year to provide advice on matters that relate to cultural safety and eliminating racism and improving health outcomes for Aboriginal and Torres Strait Islander peoples.	May 2025	RAP Working Group Chair

Action	Deliverable	Timeline	Responsibility
16. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	16.1 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.	1 August, annually	RAP Working Group Chair
	16.2 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August, annually	RAP Working Group Chair
	16.3 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	RAP Working Group Chair
	16.4 Report RAP progress to all staff and senior leaders quarterly.	May 2025, July 2025, October 2025, May 2026, July 2026, October 2026, January 2027	RAP Working Group Chair
	16.5 Publicly report our RAP achievements, challenges and learnings, annually.	December 2025, December 2026	Manager, Communications
	16.6 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2026	RAP Working Group Chair
	16.7 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	May 2027	RAP Working Group Chair
	16.8 Embed a Board governance process for deep reflection and metrics for cultural safety and responsiveness regularly.	December 2025	CEO
17. Continue our reconciliation journey by developing our next RAP.	17.1 Register via Reconciliation Australia's website to begin developing our next RAP.	November 2026	RAP Working Group Chair

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