



# MUSCULOSKELETAL AUSTRALIA

## Innovate Reconciliation Action Plan

March 2023 - February 2025



**INNOVATE**



**MUSCULOSKELETAL  
AUSTRALIA**



# OUR VISION



Musculoskeletal Australia's (MSK) vision for a reconciled Australia is one where First Nations Australians have equality of access to health, education, employment and justice without discrimination or racism. In the context of our organisation, the quality of life of all Australians who have, or are at risk of developing, musculoskeletal conditions is improved.

Within a reconciled Australia, this will be achieved by equity in the formulation of health policies and programs, the provision of healthcare services, via access to relevant and culturally appropriate information and by genuine and respectful engagement and collaboration with Aboriginal and Torres Strait Islander communities.

# A MESSAGE FROM THE CEO RECONCILIATION AUSTRALIA

Reconciliation Australia commends MSK on the formal endorsement of its inaugural Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is 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 MSK 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, MSK creates dynamic reconciliation outcomes, supported by and aligned with its business objective.

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 over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. MSK is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals MSK'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 MSK on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine  
CEO - Reconciliation Australia

# A MESSAGE FROM OUR CHAIR

On behalf of the team at MSK, I am very proud to present our second RAP.

I believe our RAP demonstrates MSK's ongoing commitment and contribution towards a unified community that acknowledges First Nations Australians and values the important place they hold in our country.

Working through our 'Reflect' RAP during 2022 was a beneficial and thought-provoking process for our organisation as we reviewed our internal policies and processes to ensure that 'our own house was in order'. By reviewing and rewriting any potentially discriminatory parts of our policies, we were able to ensure that equality, equity and institutional integrity informs all that we do. The cultural awareness training undertaken by our staff and volunteers, as well as the members of our Board and Consumer Advisory Committee was so valuable in expanding our people's knowledge and awareness of the past history and present issues experienced by First Nations Australians.



The internal work of our Reflect RAP was an important step so that, moving forward, MSK can better work with, and meet the musculoskeletal health needs of, First Nations Australians. Our 'Innovate' RAP now builds on this foundational work by encouraging our focus externally to form working relationships and partnerships in the pursuit of reconciliation with First Nations Australians.

MSK's focus during the implementation of our RAP will be boosted by a grant from the Iorine Estelle Demmer and Hugh Eardley Demmer Charitable Trust, which will enable MSK to work with First Nations organisations and communities to develop musculoskeletal health information resources which are culturally appropriate, relevant and accessible.

Even though MSK has been supporting people with arthritis and musculoskeletal conditions for over 50 years, we know that we must work harder at ensuring MSK is inclusive of all peoples in all it does. We are proud to be part of the RAP network and to contribute to the reconciliation of our nation.

On behalf of MSK, I invite you to embrace MSK's second RAP and to join us on this next important stage of our reconciliation journey.

Dipak Sanghvi  
Board Chair

# ABOUT THE ARTIST

## Aboriginal painting created by Angela Brown - Australian Capital Territory (ACT)

Angela Brown is a Wailwan/Ngemba woman and is passionate about Indigenous health outcomes, after being in the health system and experiencing systemic racism and attitudes that leave a lot to be desired. She is also very engaged with how women and men are treated so differently in the health system and would like the opportunity to implement change in both these areas.

Angela thinks that more consumer input into targeted planning of services and health funding would eliminate a lot of waste and ensure that funding and services are beneficial to the community. She is of the view that, without the voices of consumers, program developers are working in a void.

Angela currently lives in the ACT and has been on committees in the community, workplace, advisory groups for Indigenous staff and is also a union delegate. She enjoys supporting people to achieve their best, or the best outcome for them. Angela was the recipient of the Australian Capital Territory Senior Volunteer of the Year Award for 2022.

Angela joined the MSK Consumer Advisory Committee in May 2021 and took over the role of Chairperson of the Committee in October 2021.



### Painting story - 'Community Journeys' - as told by Angela Brown

Gathering place is the blue, yellow and red centrepiece representing the city communities, the communities spread out from there.

The top left are the mountain communities in cooler climates, the bottom right, the desert communities.

The green areas are our regional communities and the blue our coastal and river communities.

The seven sisters watch over us from above and the rainbow serpent watches over us on land.

We are all connected, we are all part of our communities and share one land.

# ACKNOWLEDGEMENT OF COUNTRY

MSK acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Owners of the land on which our organisation operates and where we come together to work, throughout Australia.

We recognise Aboriginal and Torres Strait Islander peoples' continuing connection to land, waterways and culture.

We pay our respects to Elders past, present and emerging and to all Aboriginal and Torres Strait Islander peoples.

MSK is a consumer-driven organisation working to support people for better musculoskeletal health. We work on behalf of the nearly 7 million Australians living with conditions such as osteoarthritis, back pain, rheumatoid arthritis, gout, osteoporosis, fibromyalgia and more than 150 different musculoskeletal conditions. MSK has been supporting people with arthritis and musculoskeletal conditions for over 50 years.

We are committed to empowering people with musculoskeletal conditions and those at risk of them. We do this with empathy and understanding through the provision of information, services and products.

MSK is a national organisation and a registered charity. MSK works in partnership with other relevant groups, including health professionals, universities, research organisations and government to achieve its aims. Importantly, it has a very active Consumer Advisory Committee that supports the MSK Board and management on the strategic direction and future planning of our programs and services.

MSK has one office located in Victoria and its current staffing is 7 EFT. No staff identify as First Nations Australians, however the Chairperson of the MSK Consumer Advisory Committee is a Wailwan/Ngemba woman. During this RAP, MSK will ensure that our organisational working environment and policies enable any staff who are First Nations Australians to identify, if they so choose.

MSK's strategic direction and work are guided by the following values:

## **We keep it real**

We believe in integrity, honesty and being genuine with each other.

## **We are inclusive and supportive**

We look out for each other so that we can look out for others.

## **We are positive**

We each contribute to a positive and happy work environment which everyone can enjoy.

## **We are determined**

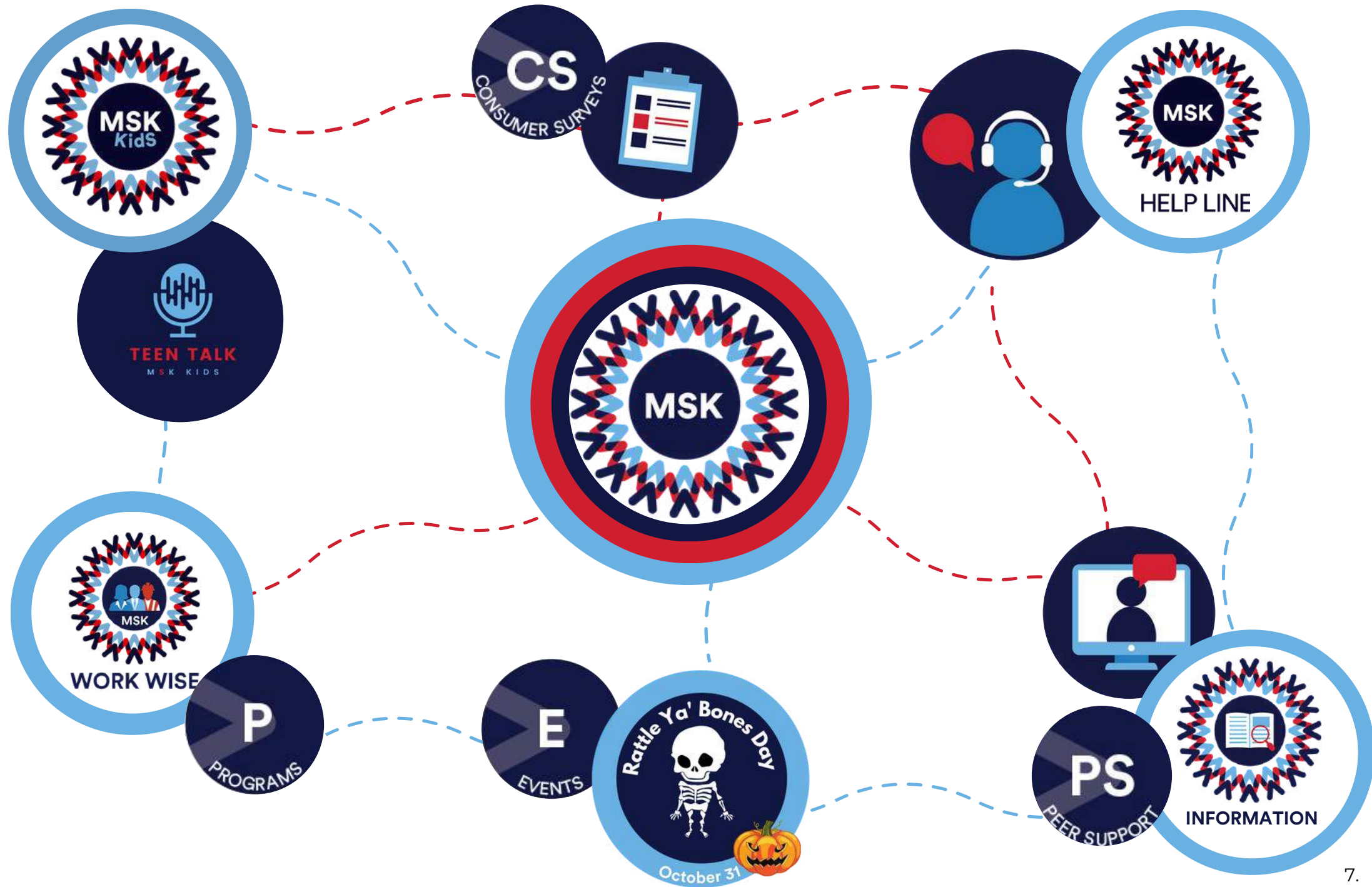
We're strong, we never give up. We're prepared to learn from our mistakes and other people; we make the most of all opportunities.

## **We are respectful**

We're respectful of ourselves, the organisation, our supporters, the community and of each other. We communicate as a cohesive team.



# OUR BUSINESS



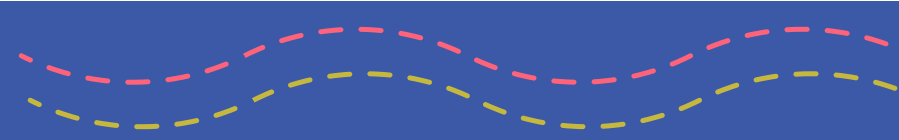


As a consumer-focused organisation and in line with the values of our organisation, MSK aims to be inclusive of all peoples in all it does. Given the number of Australians, and specifically, First Nations Australians, who have musculoskeletal conditions, MSK recognises that it has a role to play in the reconciliation movement. Data from the Australian Institute of Health and Welfare show that 11% of First Nations Australians have arthritis, and 13% suffer from back pain.<sup>1</sup> Current data show that low back pain and osteoarthritis (OA) are more common in First Nations Australians, who are 20-50% more likely to have OA and 10% more likely to report current back pain than non-Indigenous Australians. Internationally, low back pain is the leading cause of disability, and OA is the leading cause of physical activity limitation.<sup>2</sup> Lupus is also more prevalent among First Nations Australians than non-Indigenous Australians. The latest report on the Aboriginal and Torres Strait Islander Health Performance Framework found that chronic disease (including musculoskeletal conditions) contributes to the burden of disease for First Nations Australians being 2.3 times that of non-Indigenous Australians.<sup>3</sup>

MSK is aware, however, that to actively, appropriately and respectfully work with Aboriginal and Torres Strait Islander organisations and people, we need to have an understanding and acceptance of the five dimensions of reconciliation outlined by Reconciliation Australia (i.e. historical acceptance, race relations, equality and equity, institutional integrity and unity) and that all our actions and policies are guided by them.

During 2022, MSK successfully completed its 'Reflect' RAP. This was a very important and worthwhile experience for MSK, its staff, volunteers, Board and Consumer Advisory Committee members given the internal reflection and review required. Some of the key learnings and changes that have been made over the last 12 months include the following:

- A business case was developed for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within MSK
- MSK staff, volunteers, Board and Consumer Advisory Committee members undertook online cultural awareness training
- HR policies and procedures were reviewed in light of any potential discriminatory components and to ensure their suitability moving forward
- Aboriginal and Torres Strait stakeholders and organisations within our sphere of influence were identified
- Best practice principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations were identified and adopted
- MSK actively promoted National Reconciliation Week and NAIDOC Week to its broader audience and had RAP Working Group members and other staff involved in activities during these significant weeks.



The positive response to MSK's first RAP is reflected by these comments from a member of staff and a Board member:

*"Going through the RAP process in my workplace has allowed me to learn more about the rich and diverse cultures of First Nations Australians. As someone who was educated in the 1970s and 80s, this information was sorely lacking. The little I did learn was often negative, inaccurate and/or racist. The RAP process has opened my eyes to the many stereotypes and myths that perpetuate in our society about First Nations Australians. I'm grateful for this opportunity to learn and have my eyes opened."*  
Lisa Bywaters, MSK staff member

*'As a Board member and the Deputy Chair of MSK, I strongly endorse our organisation's commitment to be inclusive of all peoples in all it does. The RAP journey is an important part of this, and we look forward to it shaping our organisation and its culture for many years to come. Diversity of thought and application can only come with knowledge and I personally gained much from undertaking the cultural awareness training during our 'Reflect' RAP. I welcome the opportunity to continue to learn more about our First Nations Australians and their wonderfully rich and fascinating cultures and for the constant reminder that life should always be viewed through many lenses.'*  
Jade Rowarth, Board Member and Deputy Chair

For some time, MSK has wished to increase awareness and knowledge of musculoskeletal conditions among First Nations Australians by developing information resources specifically and appropriately tailored to their needs. With the assistance of a grant from the Iorine Estelle Demmer and Hugh Eardley Demmer Charitable Trust, MSK will be undertaking a project to develop culturally appropriate, musculoskeletal health information resources over the next few years. The project will involve MSK working closely with Aboriginal and Torres Strait Islander stakeholders within a co-design approach to finalise the project methods and stages and to then develop the resources.

MSK first established a RAP Working Group (RWG) in late 2021 to guide the organisation through its 'Reflect' RAP. The RWG is led by MSK's CEO and includes the Chairperson of the MSK Consumer Advisory Committee, Ms Angela Brown; two senior MSK staff – Ms Kay Mwaba, General Manager, Corporate Services and Ms Gen Nolan, Policy and Programs Manager; and Ms Jade Rowarth, Deputy Chair of the MSK Board. Angela Brown is a Wailwan/Ngemba woman and a passionate advocate for First Nations Australians' health and for people with musculoskeletal conditions more broadly. Ms Gen Nolan will be MSK's RAP Champion as she will be responsible for overseeing internal communications about MSK's RAP actions and for sharing the organisation's RAP actions externally.

The RWG will meet regularly throughout the two years of MSK's 'Innovate' RAP. MSK's progress with the RAP will be closely monitored and reported to Reconciliation Australia, as required. Documentary evidence concerning the delivery of our RAP actions will also be maintained.

1. Australian Institute of Health and Welfare, *Chronic musculoskeletal conditions*, 9 February 2023
2. Davidson, S., Williams, C.J., 'How do we support Indigenous people in Australia living with musculoskeletal conditions?', *The Conversation*, 15 September 2022; <https://theconversation.com/how-do-we-support-indigenous-people-in-australia-living-with-musculoskeletal-conditions-187068>
3. Australian Institute of Health and Welfare, *Aboriginal and Torres Strait Islander Health Performance Framework Summary Report 2023*, Canberra: AIHW. Viewed 1 June 2023





# RELATIONSHIPS

It is important that MSK helps to build strong relationships between First Nations Australians and non-Indigenous Australians because:

- MSK aims to have a 'whole of community' focus and be a totally inclusive organisation based on strong relationships with diverse groups and people with varying needs
- There is much knowledge, wisdom and expertise among First Nations Australians and it is important to facilitate the sharing of this with other Australians
- Building effective and ongoing relationships with Aboriginal and Torres Strait Islander communities, organisations and groups will enable MSK to identify priorities, understand cultural beliefs and practices and involve First Nations Australians in determining their own priorities.

**Focus Area:** The component of 'Relationships' aligns with MSK's strategic aim 3.2 to 'Develop and maintain strategic alliances'.



# RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	● Engage with local and national Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement and collaboration.	April 2023	RWG Chair
	● Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	March 2023	Policy and Programs Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	● Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	April 2023 and 2024	Policy and Programs Manager
	● RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2023 and 2024	GM, Corporate Services
	● Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW and encourage knowledge sharing of their experiences.	27 May - 3 June 2023 and 2024	RWG Chair
	● Organise at least one NRW event each year.	27 May - 3 June 2023 and 2024	Policy and Programs Manager
	● Register all our NRW events on Reconciliation Australia's NRW website.	May 2023 and 2024	Policy and Programs Manager

## ACTION

## DELIVERABLE

## TIMELINE

## RESPONSIBILITY

3. Promote reconciliation through our sphere of influence.	● Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	May 2023	GM, Corporate Services
	● Communicate our commitment to reconciliation publicly via social media and other communication channels (e.g. 'MSK News') and encourage others to become involved.	May 2023 and 2024	RWG Chair
	● Explore opportunities to positively influence our external stakeholders (i.e. health professionals, universities, research organisations, other consumer organisations and government) to drive reconciliation outcomes.	July 2023	Policy and Programs Manager
	● Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	July 2023	Policy and Programs Manager
	● Engage and collaborate with Aboriginal and Torres Strait Islander organisations and stakeholders to gain a better understanding of the barriers and opportunities for reconciliation,	September 2023	GM, Corporate Services
4. Promote positive race relations through anti-discrimination strategies.	● Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	May 2023	GM, Corporate Services
	● Develop, implement, and communicate an anti-discrimination policy for our organisation and ensure that all MSK policies include a 'zero tolerance to discrimination and racism' clause.	May 2023	GM, Corporate Services
	● Engage with Aboriginal and Torres Strait Islander staff, volunteers and/or Aboriginal and Torres Strait Islander advisors to provide advice on our anti-discrimination policy.	June 2023	GM, Corporate Services
	● Educate senior MSK leaders and staff on the effects of racism.	July 2023	Policy and Programs Manager



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Build and embed positive relationships with Aboriginal and Torres Strait Islander stakeholders and organisations with MSK's programs and services.	<ul style="list-style-type: none"> <li>● Identify Aboriginal and Torres Strait Islander communities and organisations with which to engage in the information resources project.</li> </ul>	April 2023	RWG Chair
	<ul style="list-style-type: none"> <li>● Regularly seek feedback from Aboriginal and Torres Strait Islander stakeholders involved in the project to check that, from their perspective, a co-design approach is utilised throughout the project.</li> </ul>	June 2023	Policy and Programs Manager
	<ul style="list-style-type: none"> <li>● Work with external stakeholders to develop culturally appropriate musculoskeletal health policies and practices that reflect the needs and aspirations of Aboriginal and Torres Strait Islander communities.</li> </ul>	June 2024	Policy and Programs Manager
	<ul style="list-style-type: none"> <li>● Actively engage with Aboriginal and Torres Strait Islander stakeholders to capture their needs and understanding around musculoskeletal health to ensure the appropriateness and relevance of MSK's broader programs and services.</li> </ul>	September 2023	Policy and Programs Manager
	<ul style="list-style-type: none"> <li>● Maintain cooperative and supportive working relationships with Aboriginal and Torres Strait Islander communities and organisations and enable their input by liaising and communicating with them regularly in ways that are most appropriate and convenient for them.</li> </ul>	June 2023	Policy and Programs Manager



Respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights is important to MSK and our core activities because:

- Partnering with First Nations Australians to develop information and resources to meet their needs, ensures the information and resources will be culturally appropriate and will more successfully meet their musculoskeletal health needs
- Engaging with respectful behaviour, language and approaches towards Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights will set the tone with MSK as a 'role model' for its broader audience and its stakeholders.

**Focus Area:** The component of 'Respect' aligns with MSK's strategic aim 2.3 to 'Achieve improved access and equity to our consumer-centred services.'

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6. Increase understanding, value and recognition of First Nations Australians cultures, histories, knowledge and rights through cultural learning.	• Conduct a review of cultural learning needs within our organisation to ensure cultural capability.	March 2023	Policy and Programs Manager
	• Engage and consult local Traditional Owners and/or advisors to inform our cultural learning strategy.	April 2023	Policy and Programs Manager
	• Develop, implement, and communicate a cultural learning strategy document for our staff, volunteers, Board and Committee members, which includes actively pursuing cultural activities and immersion opportunities for all to ensure continual learning and cultural competency.	June 2023	GM, Corporate Services
	• Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	June 2023	RWG Chair
	• MSK staff involved in the information resources project to participate in cultural awareness training.	June 2023	RWG Chair



## ACTION

## DELIVERABLE

## TIMELINE

## RESPONSIBILITY

7. Demonstrate respect to First Nations Australians by observing cultural protocols.

- Increase staff's understanding of the purpose and significance behind cultural protocols, including use of Acknowledgement of Country and Welcome to Country protocols.
- Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.
- Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.
- Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.

June 2023

Policy and Programs Manager

July 2023

Policy and Programs Manager

September 2023 and 2024

RWG Chair

March 2023

GM, Corporate Services

8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

- RAP Working Group to participate in an external NAIDOC Week event.
- Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.
- Promote and encourage participation in external NAIDOC events to all staff.

First week in July 2023 and 2024

RWG Chair

May 2023 and 2024

GM, Corporate Services

First week in July 2023 and 2024

RWG Chair



Opportunities for First Nations Australians, their organisations and communities are important to MSK and its core business activities because:

- MSK wants to ensure that it offers equitable and non-discriminatory employment opportunities and it conducts its business in a non-discriminatory and transparent manner
- It is important that MSK uses its standing to support and promote, where possible, Aboriginal and Torres Strait Islander businesses within the broader community.

**Focus Area:** The component of 'Opportunities' aligns with MSK's strategic aim 3.4 to 'Develop the organisation's current and future workforce capacity and culture.'

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Improve employment outcomes by increasing First Nations Australians recruitment, retention and professional development.	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	March 2024	GM, Corporate Services
	• Engage with Aboriginal and Torres Strait Islander staff and stakeholders to consult on our recruitment, retention and professional development strategy.	April 2024	GM, Corporate Services
	• Develop and implement a First Nations Australians' recruitment, retention and professional development strategy.	April 2024	GM, Corporate Services
	• Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	May 2024	GM, Corporate Services
	• Review HR and recruitment procedures and policies to remove barriers to First Nations Australians' participation in our workplace.	April 2023	GM, Corporate Services

## ACTION

## DELIVERABLE

## TIMELINE

## RESPONSIBILITY

10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

- Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.
- Investigate Supply Nation membership.
- Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.
- Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.
- Develop commercial relationships with Aboriginal and Torres Strait Islander businesses.
- Engage with Aboriginal and Torres Strait Islander businesses during MSK's information resources project when contractors are required.
- Appropriately reimburse Aboriginal and Torres Strait Islander organisations and individuals for their time contributed within the information resources project.

April 2024

GM, Corporate Services

April 2024

GM, Corporate Services

May 2024

GM, Corporate Services

June 2024

GM, Corporate Services

August 2024

GM, Corporate Services

August 2023

GM, Corporate Services

September 2024

GM, Corporate Services

## ACTION

## DELIVERABLE

## TIMELINE

## RESPONSIBILITY

11. Establish and maintain an effective RWG to drive governance of the RAP.	● Maintain First Nations Australians' representation on the RWG throughout the course of the RAP.	March, June, September 2023 and 2024	RWG Chair
	● Establish and apply a Terms of Reference for the RWG.	March 2023	RWG Chair
	● Meet at least four times per year to drive and monitor RAP implementation.	March, June, September, December 2023 and 2024	RWG Chair
12. Provide appropriate support for effective implementation of RAP commitments.	● Define resource needs for RAP implementation.	March 2023	Policy and Programs Manager
	● Engage our senior leaders and other staff in the delivery of RAP commitments.	April 2023	RWG Chair
	● Define and maintain appropriate systems to track, measure and report on RAP commitments.	March 2023	Policy and Programs Manager
	● Appoint and maintain an internal RAP Champion from senior management.	March 2023	RWG Chair
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	● Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2023 and 2024	Policy and Programs Manager
	● Contact Reconciliation Australia to request our unique link to access the online RAP Impact Measurement Questionnaire.	1 August 2023 and 2024	Policy and Programs Manager

## ACTION

## DELIVERABLE

## TIMELINE

## RESPONSIBILITY

- Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 30 September 2023 and 2024 Policy and Programs Manager
- Report RAP progress to all staff and senior leaders quarterly. March, June, September, December 2023 and 2024 RWG Chair
- Publicly report our RAP achievements, challenges and learnings, annually. September 2023 and 2024 Policy and Programs Manager
- Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. April 2024 Policy and Programs Manager
- Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. February 2025 Policy and Programs Manager

14. Continue our reconciliation journey by developing our next RAP.

- Register via Reconciliation Australia's [website](#) to begin developing our next RAP. August 2024 Policy and Programs Manager





## CONTACT DETAILS

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