

Bendigo Kangan Institute

Reconciliation Action Plan

September 2024 – August 2026





Acknowledgement of Country

We acknowledge the Traditional Custodians of the Lands our campuses and centres are located; the Djaara people of Dja Dja Wurrung, Wurundjeri Woi Wurrung, Yorta Yorta Nations, and GunaiKurnai. Bendigo Kangan Institute recognises the oldest continuing cultures, the continuing connections to land, waters and cultures, their strength and resilience, and show respect for Traditional Owners, and Elders past, present and emerging and their rich cultural heritage.



Indigenous Artists

Dorothy Lovett - Gunditjmara

Dorothy Lovett lives on Wurundjeri Land and pays tribute to Wurundjeri people and Country through her artwork. Her pieces include a dedication to Thomas McCrae (Wurundjeri) who painted the first picture in Victoria and Melbourne of a gathering place where he witnessed a battle scene. Thomas McCrae is the great grandfather of Aunty Dorothy's children. Her artwork showcases her favourite part of the Merri Creek in Darebin where she collects grasses for traditional basket weaving, her favourite birds, the Emu Wrens and the Honeybees which are native to Victoria and no bigger than a thumbnail. They are all vitally important for our eco system and very common in the northern suburbs due to much revegetation of our waterways and suburbs.

Jida Gulpilil

I am most connected to Dja Dja Wurrung and Yorta Yorta on my Mother's side and my father is Yolngu from North-East Arnhem Land. I enjoy painting, carving, etching and creating artworks that inspire people. The line work sample I have attached reflects the rainbow serpent in all our waterways, land features and language groups across Victoria. The rainbow serpent, the waterways and the land all helped to shape and create the things that teach us about the right ways to live a life of learning, sharing, caring and loving of all things that has been created for us as Victorian Aboriginal people. Our culture is a way of constant learning, sharing, caring and loving and teaching of all things that connect us to family, life and country.





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A Message from our Board Chair and CEO

At Bendigo Kangan Institute (BKI), our promise of excellence is at the heart of everything we do. It reflects our shared purpose of changing lives through the transformative power of education and skills. We strive to foster innovation and make meaningful contributions to building a resilient, inclusive and prosperous community.

As we introduce our Innovate Reconciliation Action Plan 2024-2026, we are reminded of the significant role education and skills play in fostering reconciliation, empowering communities, and shaping future leaders.

The past few years have been transformative for our institute. We've expanded our partnerships with First Nations communities, integrated cultural awareness into our educational practices and are fully committed to First Nations peoples' self-determination and value the role we can play in training and education. Our Reconciliation Action Plan (RAP) sets a clear framework for embedding this commitment deeper into our institution's culture to drive meaningful and lasting change.

This plan reflects our ongoing dedication to reconciliation and to creating opportunities that ensure all First Nations students and staff feel empowered and respected within our institution.

We've built a foundation based on trust and mutual respect, and our journey is supported by our Indigenous Engagement Centres which continues to strengthen these relationships.

Our RAP serves as a critical component of our Social Justice Framework, which reinforces our mission to eliminate systemic barriers and foster inclusivity in all aspects of vocational education. Through this strategy, we aim to promote cultural safety and create educational experiences that not only embrace diversity but actively celebrate and elevate First Nations histories and knowledge.

We take our community leadership role seriously and are dedicated to acting on this responsibility through our ambitious strategic goals over the next two years .

We will focus on increasing First Nations employment opportunities, expanding social procurement partnerships, and embedding cultural learning across all levels of our organisation. We will also ensure that our capital works, campus developments, and organisational policies reflect the rich cultural heritage of the lands on which we operate.

Relationships and collaboration will be key to achieving these outcomes and embedding lasting change in our organisation.

We are grateful to our staff, partners, and First Nations communities for their leadership and support in this vital work. Together, we will continue to enhance vocational education, empower individuals, and drive meaningful reconciliation outcomes.

We look forward to the journey ahead, working hand-in-hand with our communities to build an inclusive, respectful, and innovative future for all.

Sharan Burrow AC

Chair, Bendigo Kangan Institute Board

Sally Curtain

CEO, Bendigo Kangan Institute



A Message from Amanda Maitland-Smith, BKI RAP First Nations Co-Chair

Despite the outcome of the 2023 Referendum designed to give a constitutionally enshrined Voice to Australia's First Peoples and the lingering feelings of hurt and frustration that I've felt since this time, I remind myself that 45.8% of Victorians voted 'yes' in support of our people. This was the second highest percentage across the country. I am reminded that formal Treaty negotiations between the State and First Peoples' Assembly of Victoria will commence in 2024 with self-determination and empowerment as the central principles for Treaty-making; and I am reminded that Reconciliation Action Plans led by Reconciliation Australia continue to be created, refined and implemented across hundreds of organisations nationwide. I am a proud Yamatji Noongar woman and First Nations Co-Chair of the Reconciliation Action Plan Committee at Bendigo Kangan Institute and I'm grateful to work in an organisation that is supporting First Peoples.

My late father was born in 1938, during a time when he and his siblings were labelled according to government classifications and this dehumanising marker was used as a weapon to withhold cultural heritage and land rights as well the right to a government-funded education. My grandmother too suffered these injustices and did not receive citizenship rights until she was in her 50s. These historical truths continue to cause severe pain to me as the intergenerational trauma of loss of language and loss of cultural practices remains. This is why the work of Reconciliation Action Plans is so important. We must work together to better understand our past to achieve Historical Acceptance. We can achieve Equality and Equity by ensuring the unique rights of Aboriginal and Torres Strait Islander peoples are upheld and that our voices are heard at every level of our organisation to realise self-determination.

I thank the CEO, Sally Curtain and our Board Chair, Sharan Burrow AC for their work in refining and championing our Innovate Reconciliation Action Plan. I commit myself to continuing to advocate for all Aboriginal and Torres Strait Islander peoples and to work with everyone at Bendigo Kangan Institute to ensure our Innovate Reconciliation Action Plan is a living document which moves us further along the path to authentic and lasting Reconciliation.

Amanda Maitland-Smith

First Nations Co-Chair Reconciliation Action Plan Committee



A Message from Reconciliation Australia

Reconciliation Australia commends Bendigo Kangan Institute 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 Bendigo Kangan Institute 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, Bendigo Kangan Institute 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. Bendigo Kangan Institute is part of a strong network of more than 2,500 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

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

Karen Mundine
CEO, Reconciliation Australia



Our Vision

Our vision for reconciliation is a future where First Nations peoples, their cultures, knowledge, and wisdom are celebrated and influence our approach to education, teaching and leadership. To make this a reality, we are committed to strengthening our existing partnerships with First Nations communities, fostering trust and mutual respect, enabling our staff and students to engage confidently and meaningfully with First Nations peoples.

Our Business

Bendigo Kangan Institute is an integrated skills provider that brings together education, assessment and learning. We have an impressive history of more than 150 years that helps inform our future.

A proud member of the Victorian TAFE Network, BKI brings together Bendigo TAFE, Kangan Institute, VETASSESS and eWorks, to connect people and industries with the transformative power of education and careers. Through this, we transform lives, strengthen communities, empower workforces, and support industries to grow and thrive.

Our footprint spans 11 Victorian TAFE campuses, training delivery in workplaces and at corrections facilities, Australia-wide skills assessment and training across the globe.

Our campuses are located within regional Victoria and across Melbourne on the ancestral lands of the Gunung-Willam-Balluk and Wurundjeri Woi Wurrung peoples, the Djaara peoples of Dja Dja Wurrung, Wollithiga peoples of the Yorta Yorta Nation and the Gunaikurnai peoples.

In 2024, BKI employed over 1360 staff with 18 individuals identifying as First Nations peoples. We provide education to approximately 450-500 First Nations students across our campuses.

BKI has a long-standing history of working with local First Nations communities to achieve success through education. When Bendigo TAFE and Kangan Institute merged, the Bendigo Koorie Engagement Unit expanded into the Indigenous Engagement Centre (IEC) to create a place of belonging that provides quality education and training programs with cultural integrity and appropriate support. Our Indigenous Engagement Centres (IEC) are located at our Broadmeadows and Bendigo campuses.

The IEC teams' dedicated services enable First Nations students to feel supported throughout their educational journey with our staff and work closely with teaching departments to ensure all First Nations students are aware of the centre's services. The IECs are committed to continuing to improve the education, training and life outcomes for all First Nations students.

As part of our commitment to educate the broader community and all those within our sphere of influence, we offer internal and external Indigenous Cultural Awareness Training (ICAT). Bendigo Kangan Institute's IEC has been one of Victoria's leading providers of Indigenous Engagement, and through ICAT it supports external organisations' aspirations to gain a greater understanding of First Nations histories and cultures. The program provides tools to enable workforces to build successful working relationships with First Nations communities to improve their engagement and recruitment strategies and to develop an awareness of First Nations cultural importance for their employees. We also provide contextualised and culturally appropriate training for industry partners in collaboration with BKI teaching portfolios.



Our Reconciliation Action Plan (RAP)

We believe an established RAP will have the ability to create meaningful and lasting change and assist us as an organisation in implementing a framework that will drive our current reconciliation efforts and improve upon them.

We will endeavour to embed and implement these goals with the guidance of this RAP and through our Social Justice Framework. BKI's Social Justice Framework provides a structure for the organisation to understand issues of inequality and improve the inclusivity and accessibility of vocational education and workplace culture. Our RAP is a key element of BKI's Social Justice Framework and has laid the groundwork for the organisation to understand the types of systemic barriers that exist for First Nations peoples. Through our journey, we see that we have a leading role to play in dismantling the systems and structures that lead to marginalisation, discrimination, and disadvantage. As an education institute, we aim to ensure that all First Nations staff and students are supported and engaged in education, training, and employment opportunities. To assist us in achieving these outcomes, we will continue to consult with local First Nations stakeholders to understand community needs. Successfully implementing the RAP will support our commitment to improving the representation, engagement, satisfaction and outcomes for First Nations staff and students throughout all layers of the TAFE and organisation.

In 2018, BKI's Indigenous Engagement Centre staff laid the foundations of reconciliation through community advocacy groups and internal networks to create our vision for reconciliation. Although it was not formalised, the institute's external Indigenous, Employment and Training Advisory Committee (IETAC) together with BKI's RAP Committee continued to build upon that foundation to drive the implementation of an official RAP. In 2021, BKI's Innovate RAP journey started and we achieved significant outcomes and progressed along our reconciliation journey. Due to substantial changes in staffing over the global pandemic, we were unable to meet all deliverables and commitments by the two-year 2023 deadline. In developing and implementing our second Innovate RAP we recommit to achieving the mandatory deliverables of the Innovate RAP and have set additional stretching actions to further progress our Reconciliation journey



Kangan Institute Broadmeadows campus and the Gunung-Willam – Balluk Indigenous Engagement Learning Centre are located on the countries of the Gunung-Willam – Balluk, Boonwurrung and Wurrundjeri Peoples.



Since developing our first RAP, we have focused on improving our governance structure. We have created a Diversity and Inclusion Team operating as a dedicated resource with an appropriate RAP budget. We have increased the frequency of the RAP committee meetings and ensured representation across the organisation. We also work closely with our Indigenous Engagement Centre Team, the Indigenous, Employment and Training Advisory Committee (IEETAC), and BKI's internal Communications Team to establish better communication of BKI's RAP initiatives. Michelle Johnston, Chief of People Brand & Strategy Officer is our RAP Champion, she meets quarterly with our senior leaders to report on our RAP achievements and barriers and discusses how we can improve our efforts.

The first BKI RAP Committee was established with guidance from local First Nations community members representing three regions (Metro, Echuca and Bendigo) this was facilitated by a nomination process. First Nations staff members were also nominated to chair and assist in the formation of an official committee. The First Nations staff who support our first RAP provided advice, guidance and leadership to the non-Indigenous committee who were responsible for implementing the actions of the RAP. Expression of interest were sought from BKI staff to serve as RAP committee member with an overwhelming response from staff eager to take part and play a significant role in reconciliation efforts. After forming the committee, members were divided into smaller working groups and tasked to consult relevant stakeholders and implement feedback in line with Reconciliation Australia's Innovate template, on the sections they were assigned. Members come together for committee meetings where everyone had the chance to contribute to one another's work and ultimately shape our current BKI Innovate RAP.

In 2024 we refreshed our RAP committee, again seeking expressions from across the organisation. Previous RAP Committee members have stayed on, and newer staff members have been recruited. BKI's Diversity and Inclusion team was established in 2023 and are responsible for the project management of the RAP. They work in partnership with the First Nations Co-Chair, RAP Champion, Co-Chair, and Committee members. Staff are welcome to join the committee or contribute to the RAP at any time. They are also encouraged to join the RAP Committee via BKI's internal Indigenous Cultural Awareness Training (ICAT) which takes place monthly. Currently, we have five RAP Committee members who identify as First Nations people, one of whom is the First Nations Co-chair.



Tree of Life - capturing connections through stories.

RAP Committee Members

RAP Leadership Members	RAP Committee Position and Role	Organisation/Department
Michelle Johnston	RAP Champion, Chief Operating Officer	Operations
Amanda Maitland-Smith	RAP First Nations Co-Chair Project Director Campus Establishment	Industry and Education
Annie Scott	RAP Chair, Executive Director Campus Transformation	Campus Transformation
Priyanka Choudhury	RAP Co-Chair, Manager Student Wellbeing and Support	Student Support and Success
Dale Park	Diversity and Inclusion Manager	People and Culture
Leira Woodman	RAP Lead, Diversity and Inclusion Consultant	People and Culture
First Nations staff members contributing to and advising the RAP Committee		Organisation/Department
Keyona De Satge	First Nations RAP Committee Member Koorie Student Support Officer - Metro	Indigenous Engagement Centre
Jordan Carter	First Nations RAP Committee Member Head of Indigenous Engagement Centre	Indigenous Engagement Centre
Kim Clarke	First Nations RAP Committee Member Koorie Liaison Officer, Back to Work Project	Indigenous Engagement Centre
Sarah Moore	First Nations RAP Committee Member Indigenous Student Counsellor - Regional	Indigenous Engagement Centre
Kellie Jones	Program Lead - Horticulture and Agriculture	Food, Land and Services Centre
Sarah Fary	First Nations RAP Committee Member Koorie Liaison Officer - Regional	Indigenous Engagement Centre
RAP Committee Members	Role	Organisation/Department
Alice Knichala	Team Leader at the Library	Student Support and Success
Andrew King	Head of Campus Operations, Procurement and Assets	Operations
Ben Bolkunowicz	Director Corrections Education Centre	Corrections Education Centre
Brett Galt-Smith	Manager - Stakeholder and Government Relations	VETASSESS
Carli Springate	Head of Performance and Insights	Customer Experience and Technology
Caroline Schmidt	Head of Brand and Marketing	Growth
Jodie Grosvenor	Disability Liaison Officer	Student Support and Success
Cathryn Smith	Program Lead - Hair and Beauty (Regional)	Food, Land and Services Centre
Dale Park	Diversity and Inclusion Manager	People and Culture
Erinn Freeburn	Head of Industry Solutions	Growth
Gabe Hodson	Teacher Community Services	Community Centre of Excellence
Faye Tudor	Apprentice and Trainee Advisor	Apprentice and Trainee Hub
Gabriella Zibell	Department Manager - Foundations Metro	Foundations Metro
Hannah Smith	Contract and Procurement Officer	Procurement
Lawrence Moore	Traineeship Advisor	Digital Initiatives
Louise Avery	Internal and Change Communications Lead	Internal and Change Communications
Louise Lomas	Events Coordinator	Marketing and Events
Matt Hague	Department Manager - Trades Skills Centre (Metro)	Trades Skills Centre
Mamdouh Abd El-Migid	Self Assurance Partner	Education Design and Self-Assurance Hub
Meg Cam	Teacher VCAL	Foundations Metro
Megan Haddon	Child Safety Officer	Governance, Risk and Compliance
Michelle Turk	Board Secretary	Board
Rudi Pavani	Scheduling Operations Manager	Campus Operations
Ruth Barnes	Director Health and Community Centre of Excellence	Health and Community Centre of Excellence
Tiel Lillehagen	Program Director Major Capital	Campus Transformation

Plan contributors

Indigenous Engagement Centre Staff
 Indigenous Engagement, Employment Advisory Training Committee
 Sally Curtain - Chief Executive Officer
 Michelle Johnston - RAP Champion and Chief Operating Officer
 Bruce Hughes - Department Director Trades and Skills Centre
 Leira Woodman - Diversity and Inclusion Consultant - Reconciliation Lead
 Graham Hobbs - Manager Leadership and Culture

Our Reconciliation Highlights

Recent initiatives include:

- Indigenous Cultural Awareness Training for staff, as well as dedicated training about delivering an Acknowledgement of Country.
- Respecting and helping to share the stories of First Nations history and connections to land, waters and culture at our campuses and events, and integrating artwork into our facilities.
- Collaborating with First Nations businesses as part of the Whole of Victorian Government Social Procurement Framework, including recently working with First Nations Furniture to uplift furnishing across our campuses.

Awards and Recognition

BKI was recognised for outstanding First Nations training and employment initiatives at the 2024 Wurreker Awards, celebrated in two categories:

- Teacher/Trainer Award: Educator Caroline Tarran (Winner).
- Government Employer Award: BKI (Finalist).

Presented by the Victorian Aboriginal Education Association Inc (VAEAI), the annual Wurreker Awards celebrate the people and organisations that passionately contribute to Koorie training, education and employment.



Caroline Tarran

The Teacher/Trainer Award acknowledged outstanding achievement in the delivery of training to Victorian Koorie students, with award winner Caroline Tarran currently teaching community services at Bendigo TAFE. Caroline's achievements include delivering a customised training program to Mallee District Aboriginal Services employees who deliver vital family services to the First Nations community. Caroline shared that she feels so lucky and privileged to be recognised by VAEAI and the community for the work she conducts, breaking down barriers and creating a culturally safe learning space for students, Caroline's success stemmed from extensive experience in supporting students at Bendigo TAFE. As a Bendigo TAFE community services graduate, Caroline began

working at the TAFE as a Koorie Liaison Officer providing support to First Nations learners. Her passion to help others eventually led Caroline to complete Bendigo TAFE's customised First Nations training and assessment course, attaining skills and qualification to teach community services at Bendigo TAFE. Caroline is looking forward to a bright future in delivering impact to mob.



Angelika Fevaleaki

BKI was also recognised for its innovative employment and training initiatives as a finalist for the Wurreker Awards' Government Employer category. The award acknowledged our established commitment to Reconciliation and self-determination for First Nations peoples and communities in its role as a leading skills provider and employer. Guided by our Innovate Reconciliation Action Plan, we are passionate about creating a culturally safe environment for First Nations staff and students, enabling them to thrive and succeed. Community Services student Angelika Fevaleaki was recognised as a finalist at the 2024 Wurreker Awards Community Based Employee Award and as a finalist the 2024 Victorian Training Awards Koorie Student of the Year category.

Recognised as Bendigo TAFE's 2024 Aunty Melva Johnson Aboriginal and Torres Strait Islander Student of the Year, Angelika, a proud Mutthi Mutthi woman, was the first in her family to finish high school. With dreams of becoming a youth worker Angelika enrolled at university to continue her education journey but felt she needed some life experience first. A few years on, Angelika revisited her passion with plenty of experiences to draw on including extensive employment, further study and a family of her own.

Angelika enrolled in the Diploma of Community Services (CHC52015) in Mildura which was delivered by Bendigo TAFE and customised for Mallee District Aboriginal Services. The course was facilitated through the Bendigo TAFE teacher coming to Mildura, on Latji Latji Land, each month for two to three days. Angelika said her passion and drive would have to be her life experiences and understanding of growing up and seeing her relatives that weren't given an opportunity or the support to be better and be great. Her grandparents weren't given the right to have an education, and Angelika thinks it's beyond amazing that she had the opportunity to do so and do it freely. Today, Angelika continues to make a difference as a project officer for the Department of Justice and Safety's Local Aboriginal Justice Action Committee, advocating for Aboriginal justice across the Mallee. She says it's always good to be that role model for her children so then they can be something that they want to be.



Taylor Hampton

Our Kangan Institute Uncle Norm Hunter Aboriginal and Torres Strait Islander Koorie Student of the Year for 2024 Taylor Hampton was also recently named the Victorian Koorie Student of the Year at the 2024 Victorian Training Awards and to represent Victoria at the Australian Awards in December 2024. A proud Ngiyampaa/Wiradjuri man, Taylor's journey began with a desire to strengthen his leadership skills. Driven by this passion, he enrolled in a Certificate IV in Leadership and Management at Kangan Institute. Little did he know that this decision would set him on a path to remarkable success. Taylor's education empowered him to make a significant impact in his role at the Victorian Aboriginal Child and Community Agency (VACCA). His work there, particularly as

a senior facilitator for the Koorie FACES program, has been instrumental in supporting and promoting Aboriginal culture throughout Victoria. Taylor's victory is not just a personal achievement; it is a testament to the power of education in shaping leaders who inspire and uplift others. Now, with this award under his belt, Taylor is set to represent Victoria at the Australian Training Awards in December, where his story of perseverance and dedication will continue to shine.



Desirae Kilduff-Mourish

A proud Noongar woman, Desirae Kilduff-Mourish is fuelled by a passion for helping others and has steadily worked towards this goal. Not one to shy away from challenges, Desirae turned to education to achieve her ambition, graduating from Bendigo TAFE's Certificate IV in Training and Assessment in addition to her dual diploma in Leadership and Management and Human Resources achieved in previous years. Desirae credits TAFE as such an important part of her education and career journey and has even created an opportunity for her to attend university. Desirae is now using her vocational skills to drive impact in First Peoples' employment and leadership, with her work guided by a holistic approach that prioritises wellbeing and connection to Country,

culture, community, traditions, and customs. Desirae acknowledges that the teaching and assessment qualification was tough but she was so pleased to have completed the course. Desirae also said that the course improved her confidence and opened doors for her in her career. She hopes to continue to inspire other young people to challenge themselves and have a go stepping out of your comfort zone.

Currently pursuing a Masters of Indigenous Business Leadership, Desirae already has numerous accolades under her belt, including the 2022 Victorian Koorie Student of the Year Award and the 2023 World Federation of Colleges and Polytechnics Awards of Excellence Outstanding Student Achievement Award (Bronze). Named the 2022 Victorian Koorie Student of the Year (and a finalist in the national awards) Desirae has a passion for supporting First Nations Peoples into training and career pathways. This interest was ignited during a traineeship at an organisation that had a Reconciliation Action Plan in place and a strong commitment to their First Nations employees. Inspired by this work, Desirae began exploring ways to forge a career in this direction. In 2023 Desirae also received recognition on the world stage at the World Federation of Colleges and Polytechnics (WFCP) 2023 Awards of Excellence awarded a bronze award in the Outstanding Student Achievement Award. Desirae was also named as a recipient of the First Nations Economics and First Nations Foundation inaugural Leah Armstrong Scholarship to support her further studies, and was also a finalist for the 2024 7News Victorian Young Achiever Awards Yarn Strong Sista Indigenous Achievement Award.

Desirae was also a finalist in the Inspirational TAFE Student Award, which celebrates go-getters under 30 who have overcome challenge to achieve success in their field. In October 2024, Desirae was also part of the Leadership cohort of Monash University's Master of Indigenous Business that travelled to Canada to immerse in Canada's First Nations history, experiences, business practices, leadership and entrepreneurship. Bendigo Kangan Institute was proud to provide support for Desirae to be part of this visit.

A particular take away for Desirae, was the importance of education, for young people and adults, noting that First Nations people around the world were excluded from formal education for decades. The importance of providing more opportunities in education was evident for Desirae. She learnt practices and education system successes that she will carry in her practice to support equality in education. Desirae returned with a wealth of knowledge on economic reconciliation within the corporate landscape, and now holds a deep understanding of frameworks utilised internationally that integrate Indigenous rights and perspectives into policy and operations that can be applied within Australian corporate organisations.



Key achievements of our Reconciliation journey to date:

Relationships

Bendigo Kangan Institute understands that the bedrock to reach genuine reconciliation will be built upon rich and lasting relationships of understanding and mutual respect. Forging, weaving and embedding our relationships with First Nations peoples, communities and commercial organisations in the delivery of educational services across our metropolitan and regional footprint will contribute to our collective progress to meaningful reconciliation. Through the successful efforts of our first RAP and guided by the leadership of the Indigenous Engagement Centre, BKI has built on our already established relationships with First Nations Traditional Owners, leaders, and communities. This approach resulted in a culturally appropriate and formalised approach to how we undertake capital works projects. Our Bendigo campus has undergone a significant redevelopment and as part of our commitment to reconciliation and following cultural protocols we engaged with the Dja Dja Wurrung Clans Aboriginal Corporation. This relationship ensured the local communities' needs were supported and we had a better understanding of the local Country. Djaara helped to guide the narrative of our construction with cultural stories and history through the landscaping, architectural design and artworks woven into the campus aesthetic. This approach ensured strong and meaningful connections were formed with Djaara and has informed our approach with how we consult with other local Traditional Owners. We have built on our approach and ensured that the construction, design and artwork for projects on our Broadmeadows and Castlemaine campuses follow the same cultural protocols and engagement. This approach helps staff, students, and community members to have a connection to local First Nations cultures and has allowed us to identify opportunities for further engagement and employment of First Nations peoples and businesses.

Our commitment to building meaningful relationships with First Nations communities has significantly influenced our approach to social procurement and enabled us to engage Wurundjeri-Willam artist Mandy Nicholson to design perforated screens on the new building. We have also built a strong relationship with Barpa, a majority owned First Nations business, to complete some of these capital works and successfully used our membership with Kinaway Chamber of Commerce and Supply Nation to utilise First Nations expertise. Building upon our networks within the First Nations community, we also become the official prime sponsor for Michael Longs' The Long Lunch, 2023. The Long Lunch is a charity fundraising event which The Long Walk Foundation hosts every year at Crown Casino. The Long Walk Foundation raises awareness to improve and support First Nations health, and opportunities. It was a great experience being a part of the Long Lunch; our Executive team, Board members, and the Indigenous Engagement Team all came together to take part. It gave us the opportunity to promote our RAP, talk about our commitment to Reconciliation as well as influence others to start their Reconciliation journey, and network with other likeminded organisations. Please see the short video we created, for The Long Lunch [here](#).





We took the following actions to improve our relationships with First Nations Peoples:

- Holding quarterly meetings established with BKIs Indigenous Engagement Centre (IEC) and The Indigenous Education Employment Training Advisory Committee (IEETAC)
- Promoting our RAP at The Victorian Aboriginal Education Association (VAEAI), Marrung Forum and encouraged other TAFEs to begin a RAP too.
- Partnering with Wilsons Security, job pathways via their Making Tracks Program
- Connecting with the business 'Architectus' to offer two First Nations students a scholarship of \$5,000 per student (\$10,000 altogether), who are experiencing financial hardships and are interested in Building and Construction courses.
- Reviewing HR policies and procedures and changing specific elements to reflect our commitment to First Nations peoples and Reconciliation.

Respect

BKI celebrates and acknowledges First Nations resilience, cultures, and histories through facilitating monthly ICAT sessions for our internal staff, as well as annual events for National Sorry Day, National Reconciliation Week, and NAIDOC Week. To demonstrate our respect and show that we acknowledge the mistreatment of First Nations peoples who were forcibly removed from their families and communities, which we now know as 'The Stolen Generations', we have collaborated with Jimmy Kyle, a Thungutti Goori man living in Naarm to create a short film which shares stories of First Nations histories while visiting significant local sites in the Fitzroy area. Through Jimmy's powerful story telling the film connects viewers to the past while linking how the impact of those actions are still felt today within First Nations communities and families. It is a film that brings awareness not only to Australian history and the devastating impact it has had on First Nations communities, but to the resilience, strength and dignity of First Nations peoples, communities, and families. It is part of our commitment to truth telling and reconciliation.

We took the following actions to promote respect for First Nations peoples:

- The RAP Impact Measurement Questionnaire, in September 2022.
- We published Welcome to Country statements, an explanation of the difference between Acknowledgement and Welcome to Country on our internal Indigenous Engagement Centre intranet site.
- Offered all staff the time to participate in the Kinaway Chamber of Commerce- Lunch and Learn workshop as Professional Development.
- Display permanent First Nations Flags at all campuses by flagpoles or customer service desks.
- Commissioned First Nations artists to undertake artworks at main customer service desks at Broadmeadows and Bendigo Campuses.
- Installed new carpet featuring First Nations artwork at the IEC in Broadmeadows and new Indigenous plants and bamboo fencing.
- Provide monthly Indigenous Cultural Awareness Training (ICAT) as professional development to all staff at our Indigenous Engagement Centre.
- Encourage our staff to join our RAP committee, or to get involved in assisting with Sorry Day, National Reconciliation Week & NAIDOC Week events.



Opportunities

BKI has actively increased commercial relationships with several First Nation suppliers by ensuring Social Procurement is a mandatory evaluation criterion on all procurements over \$100K. We have partnered with Kinaway Chamber of Commerce to connect with certified First Nations businesses to work on larger transformation projects and increase our direct spending, and have engaged Barpa Construction, a proud First Nations construction company to complete major construction projects, including:

- The refurbishment of our Essendon Health Hub
- An office refurbishment at our Cremorne Campus
- The refurbishment of our Vet Nursing & Animal Studies program

BKI's procurement team have also implemented a Social Procurement Strategy that follows these strategic objectives:

- Opportunities for Victorian First Nations peoples
- Purchasing from Victorian First Nations businesses
- Flexible trading terms for First Nations businesses
- Employment of Victorian First Nations peoples by BKI suppliers

We took the following actions to foster opportunities for First Nations peoples:

- Provision of wrap-around assistance from our Indigenous Engagement Centre (IEC) staff and Koorie Liaison Officers for all First Nations students. Our Koorie Liaison Officers offer guidance on which courses to do, assist with paperwork, access to grant funding and support our students wherever they need. The IEC is a safe place just to drop in, make tea, have lunch or have a chat.
- Each year the IEC receives a report from BKIs reporting consultant, which informs us on First Nations staffing numbers, these figures are to be included in BKIs First Nations Employment Strategy to help inform future employment and professional development opportunities.
- BKI utilises inclusive language in all job write-ups and advertises job positions in the Koorie Mail, National Indigenous Times, Bendigo Advertiser (print mail), and I-work (The National Indigenous Job Summit).
- Employee Assistance Program Provider Assure are providing Indigenous mental health and wellbeing support (I-Care) by a dedicated team of Indigenous allied health professionals to provide First Nations staff with individual coaching and counselling in a culturally safe and understanding environment. Any BKI employees who identify as Aboriginal or Torres Strait Islander and anyone who manages employees who identify as Aboriginal or Torres Strait Islander have access to the I-Care service.

Governance

To ensure we meet and embed our RAP commitments on a systemic level, we have a dedicated resource with our Diversity and Inclusion team and an appropriate budget to deliver the necessary impact. We have increased the frequency of the RAP committee meetings and have developed a Social Justice Framework ensuring that our Innovate RAP is upheld by all parts of our organisation. BKI's social justice framework provides a structure for the organisation to understand issues of inequality and to improve the inclusivity and accessibility of vocational education and workplace culture. Our RAP is a key element of BKI's Social Justice Framework and has laid the groundwork for the organisation to understand the types of systemic barriers that exist for First Nations people.

Additionally, we have:

- Improved our communication of BKI's RAP initiative by working closely with our Indigenous Engagement Centre (IEC) Team, Indigenous, Employment and Training Advisory Committee (IETAC) and BKI's internal Communications.
- Completed a Terms of Reference for the RAP Committee in 2022, which is reviewed annually.
- Increased our RAP meetings from four to six times per year, to drive and monitor RAP implementation.
- Implemented a Diversity and Inclusion team to drive and track our RAP's progress.
- Included relevant stories and updates in internal comms via the Operational Update, the CEO Video, our quarterly reports, annual reports, and our Leader events.
- Commenced the implementation of a Social Justice Framework to drive further Reconciliation outcomes.



The Djjimbayang Indigenous Engagement Centre in Building J at Bendigo City campus.

Relationships

BKI understands that the bedrock to reach genuine reconciliation will be built upon rich and lasting relationships of understanding and mutual respect. Forging, weaving, and embedding relationships with First Nations peoples, communities, and commercial organisations in the delivery of educational services across our metropolitan and regional footprint will contribute to our collective progress to meaningful reconciliation.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	April 2025	Internal and Change Communication Lead
	Enhance our existing connections with local First Nations stakeholders through ongoing collaboration and meaningful engagement and formalise our guiding principles for continued engagement.	April 2025	Head of IEC
	Create, promote, and internally publish a resource that captures the guiding principles for engagement and collaboration with First Nations communities and Traditional Owner groups.	August 2025	Diversity and Inclusion Manager
	Hold two information sessions a year with the community promoting the Indigenous Engagement Centre, BKI and the support and services offered.	November 2025	Head of IEC
	Engage and consult with First Nations students through the Student Experience Journey project and associated activities to ensure their views and needs are addressed and cultural safety is a priority.	December 2025	Head of Student Support and Success
	Create a First Nations identified position for the Social Justice Champions group to ensure a First Nations voice is represented and to further promote National Reconciliation Week events and other related First Nations activities to students.	December 2025	Diversity and Inclusion Manager
	2. Build relationships through celebrating National Reconciliation Week (NRW).	Create a BKI working group supported by RAP committee members to support the development and delivery of reconciliation events.	April 2025
Register all our NRW events on Reconciliation Australia's NRW website.		May 2025, 2026	Head of IEC
Continue to circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.		May 2025, 2026	Internal and Change Communication Lead
Invite industry partners to our events that celebrate NRW.		June 2025	Head of Industry Solutions
Two BKI Executive representatives actively participate in external NRW events, expand their networks, learn through meaningful engagement, and promote BKI's approach to Reconciliation. .		June 2025	Chief People, Brand and Strategy Officer
RAP Working Group members to participate in an external NRW event.		June 2025, 2026	RAP Co-Chairs
Promote local NRW events to staff and senior leaders and provide reasonable time to attend one event.		May 2025, 2026	Internal and Change Communication Lead
Establish a program of NRW events hosted and supported by BKI		May 2025, 2026	Head of Brand and Marketing

Action	Deliverable	Timeline	Responsibility
3. Utilise the expertise of the IEEETAC committee in implementing and promoting our RAP progress	Provide quarterly updates on RAP progress to IEEETAC committee	August 2025	Chief People, Brand and Strategy Officer
	Engage in consultation with the committee to ensure their effective guidance in supporting implementation of RAP commitments.	August 2025	Chief People, Brand and Strategy Officer
4. Promote reconciliation through our sphere of influence.	Develop and implement a communication plan for our RAP	December 2024	Internal and Change Communication Lead
	Communicate our commitment to reconciliation publicly.	December 2024	Manager External Communications
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	December 2025	Chief People, Brand and Strategy Officer
	Develop and implement a staff and student engagement strategy that builds understanding of reconciliation and ability to support our journey.	December 2025	Diversity and Inclusion Manager
	Update the Performance and Career Enhancement (PACE) process to require all staff and managers to build in conversations about reconciliation.	March 2026	Manager Learning and Organisation Development
	Collaborate with the RAP and TAFE networks and other like-minded organisations to develop innovative approaches to advance reconciliation.	July 2026	RAP Co-Chairs
5. Promote positive race relations through anti-discrimination strategies.	Conduct a review of organisational policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2024	Head of People and Culture
	Engage with First Nations staff and/or First Nations advisors to consult on policies covering anti-discrimination.	December 2024	Diversity and Inclusion Manager
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	December 2024	Head of People and Culture
	Embed Senior Leader development programs with content that addresses the effects of racism and the importance of anti-racist approaches.	July 2026	Manager Learning and Organisation Development

Respect

BKI acknowledges and respects the longest continuous cultures of First Nations peoples and their approaches to teaching and education. There is much we can learn from First Nations peoples approaches, both in teaching generations and in the way we lead our communities.

We will challenge traditional and colonial styles of leadership by providing insights to First Nations cultural norms, leadership, teaching and learning practices. We will foster leaders with deepened knowledge and understanding of First Nations histories, cultures, and leadership styles, ensuring their practices are community focused, inclusive and support reconciliation. As an organisation we will create a culturally safe and respectful environment for students and staff.

Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of First Nations cultures, histories, knowledge, and rights through cultural learning.”	Conduct a review of cultural learning needs within our organisation.	August 2025	Manager Learning and Organisation Development
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	August 2025	Manager Learning and Organisation Development
	As part of the cultural learning strategy embed ICAT information within the induction process.	December 2024	Manager Learning and Organisation Development
	As part of the cultural learning strategy develop bite size learning films on First Nations cultural protocols.	December 2024	Diversity and Inclusion Manager
	Client engagement documents to include information about our RAP journey, Kinaway Chamber of Commerce advertisement and a Traditional Land map.	December 2025	Head of Industry Solutions
	Offer ICAT sessions as part of the proposal to all clients.	December 2025	Head of Industry Solutions
	Develop, implement, and communicate a staff cultural learning strategy that progresses BKI on its journey from a place of cultural understanding to cultural safety.	May 2026	Diversity and Inclusion Manager
	Review the effectiveness of BKI's cultural learning strategy.	August 2026	Manager Learning and Organisation Development
	Utilise the expertise of our IEETAC to inform, develop and enhance the implementation of our cultural learning strategy.	April 2026	Chief People, Brand and Strategy Officer
	As part of the cultural learning strategy deliver 'First Nations relational world views for leaders' to build their understanding and capability to create a culturally safe learning environment for First Nations staff and students.	August 2026	Manager Learning and Organisation Development
As part of our cultural learning strategy develop education approaches focused on achieving cultural safety for First Nations peoples.	August 2026	Teacher Capability Manager	



7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Continue to invite local Traditional Owners or Custodians to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	December 2024	Head of Brand and Marketing
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2024	Diversity and Inclusion Manager
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	December 2024	Internal and Change Communication Lead
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	December 2024	Diversity and Inclusion Manager
	Communicate the organisation's commitment to reconciliation through the induction process and provide templates demonstrating how to Acknowledge the Lands that BKI works and teaches across through email signatures.	December 2024	Manager Learning and Organisation Development
	Develop cultural maps and information about local areas where BKI campuses are located for BKI intranet and websites using a First Nations business to ensure the following of cultural protocols.	December 2024	Diversity and Inclusion Manager
	Include cultural maps in BKI publications, collateral and marketing materials for students, staff, government, and industry partners.	August 2025	Head of Brand and Marketing
8. Build respect for First Nations cultures and histories by celebrating NAIDOC Week, in consultation with Traditional Owners	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week and actively promote opportunities to staff.	April 2025	Head of People and Culture
	Participate in NAIDOC week events, promoting our education programs through engagement with community and building connections.	First week in July 2025, 2026	Head of Brand and Marketing
	Promote and encourage students and staff involvement in NAIDOC week events.	June 2025, 2026	Head of Student Support and Success
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2025, 2026	RAP Co-Chairs
	Invite industry partners to our events that celebrate NAIDOC week.	First week in July 2025, 2026	Head of Industry Solutions



Opportunities

TAFE has a rich historical legacy deeply rooted in the ideals of social justice. The 1974 TAFE in Australia: Report on the Needs in Technical and Further Education emphasised the social purpose of TAFE and BKI continues to live by these principles in implementing our own Social Justice Framework. Our journey to reconciliation has supported the organisation and its staff to better understand the role we can play in having a positive social impact. As an education institute, it's our goal to deliver education and opportunities that deliver social justice outcomes. We have a responsibility to lead by example and create meaningful opportunities for First Nations students and staff. With the assistance of our Koorie Liaison Support Officers and Indigenous Engagement Centre Staff we provide wrap-around support to the First Nations students attending BKI.

We also offer regular internal Indigenous Cultural Awareness Training (ICAT) for our staff and continue to improve upon our relationships with First Nations businesses, organisations, and industries to foster ongoing opportunities and improved economic and social outcomes for First Nations peoples. BKI will continue to champion and build our relationships with businesses, organisations, students and industry to create meaningful study and employment opportunities. Through our first Innovate RAP we significantly improved our social procurement approaches growing the number of First Nations organisations we work with and increasing our spend with First Nations business by three-fold. This success has delivered over \$1.5 Million in spending to First Nations businesses. Through our reconciliation journey we are committed to continually improving these approaches and have set stretching targets to achieve under this domain.



Rock of Reflection - In memory of Uncle Norm Hunter (Wonga) Respected Elder of the Gunung-Willam-Balluk.



Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing First Nations recruitment, retention, and professional development.	Improve employment outcomes by increasing First Nations recruitment, retention, and professional development.	December 2024	Head of People and Culture
	Review and assess the adequacy of the current award and leave rights to support First Nations staff member's community obligations.	October 2025	Head of People and Culture
	Conduct an annual review of First Nations staffing to inform future employment and professional development opportunities.	December 2025	Head of People and Culture
	Develop and implement a First Nations recruitment, retention, and professional development strategy.	August 2026	Head of People and Culture
	Improve the representation of First Nations peoples working at BKI from 1.3% to 2% of total staff population.	August 2026	Head of People and Culture
	Continue to include a statement on all job adverts that encourages First Nations peoples to apply.	December 2024	Manager of Talent and People Operations
	Review and update BKI's recruitment policy and procedure to ensure they provide a culturally safe experience for First Nations applicants.	December 2024	Head of People and Culture
	Update and embed First Nations information and RAP overview into recruitment information and "About Us" section on BKI website.	December 2024	Diversity and Inclusion Manager
	Provide contact details to the IEC for any potential First Nations candidates wanting support during their recruitment journey.	December 2024	Talent Acquisition & Operations Manager
	Advertise job vacancies through channels that will effectively reach First Nations stakeholders.	August 2025	Talent Acquisition & Operations Manager
	State BKI's commitment to supporting First Nations applicants to have a First Nations person on the interview panel through job advertisements and embedding self-identification questions in application process.	August 2025	Talent Acquisition & Operations Manager
	Train the Talent Acquisition, People Operations team and hiring managers on inclusive recruitment practices.	June 2026	Head of People and Culture
	Create identified First Nations positions where appropriate as part of workforce planning and recommendations from BKI's First Nations Employment Strategy.	August 2026	Head of People and Culture

Action	Deliverable	Timeline	Responsibility
10. Increase First Nations supplier diversity to support improved economic and social outcomes.	Review and update the First Nations procurement strategy as it sits within our Social Procurement Strategy, removing barriers to procuring goods and services from First Nations businesses.	December 2025	Head of Campus Operations, Procurement and Assets
	Meet First Nations Procurement Targets for direct and indirect spend. <ul style="list-style-type: none"> • 2% of annual influenceable spend by 2024. • 2.5% of annual influenceable spend by 2025. • 3% of annual influenceable spend by 2026. 	June 2026	Head of Campus Operations, Procurement and Assets
	Manage and utilise our ongoing Supply Nation membership and relationship to enhance First Nations procurement.	December 2024	Head of Campus Operations, Procurement and Assets
	Manage ongoing relationship with Kinaway and maintain Platinum Sponsorship.	December 2024	Head of Campus Operations, Procurement and Assets
	Continue to develop and communicate opportunities for procurement of goods and services from First Nations businesses to staff.	December 2025	Head of Campus Operations, Procurement and Assets
	Continue to review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	December 2025	Head of Campus Operations, Procurement and Assets
	Continue to develop and maintain commercial relationships with First Nations businesses.	April 2026	Head of Campus Operations, Procurement and Assets
	Track First Nations business within our supplier base to ensure diversity and inclusivity - Increasing the number of current First Nations suppliers by 10% per annum.	January 2026	Head of Campus Operations, Procurement and Assets
	BKI to host a First Nations tradeshow, to promote local First Nations business and their services to our industry partners.	October 2025	Head of Brand and Marketing

Action	Deliverable	Timeline	Responsibility
11. Improve employment outcomes, education and training opportunities and support for First Nations students.	Provide culturally specific First Nations Mental Health First Aid programs for BKI staff	December 2024	Manager Learning and Organisation Development
	Provide pastoral care and education support to First Nations students enabling them to have clear learning journeys and employment opportunities.	December 2024	Head of IEC
	Design a comprehensive support plan to enhance the educational journey of First Nations Students, addressing their needs at every stage of learning.	August 2025	Head of IEC
	Engage and promote our Indigenous Cultural Awareness Training (ICAT) to external stakeholders to create workforces that are culturally safe for First Nations Students.	August 2025	Head of Industry Solutions
	Pilot a program that builds teachers' capabilities to use First Nations pedagogies to deliver curriculum and build cultural safety in the classroom.	July 2025	Chief Industry and Education Officer
	Encourage staff delivering secondary programs and education-related programs to sign up to the Narragunnawali platform and access the professional learning resources, toolkits, webinars, workshops and evaluation guides.	July 2025	Chief Industry and Education Officer
	Identify key staff to participate in capacity building workshops and contextualise Narragunnawali and other programs to VET sector.	June 2026	Head of People and Culture
	Work with First Nations organisations including Narragunnawali to strengthen reconciliation in education goals through the development of VET sector resources that will be shared with the sector.	June 2026	Chief Industry and Education Officer
	Develop a plan with each teaching portfolio and First Nations Peoples to identify where First Nations histories, cultures and experiences are currently covered in course curriculum.	August 2026	Chief Industry and Education Officer

Governance

To ensure we meet and embed our RAP commitments on a systemic level, we have built a Diversity and Inclusion team with dedicated resources to enable the successful implementation of the RAP. We have increased the frequency of the RAP committee meetings and have implemented a Social Justice Framework to ensure that our Innovate RAP is upheld by all parts of our organisation. BKIs social justice framework provides a structure for the organisation to understand issues of inequality and improve the inclusivity and accessibility of vocational education and workplace culture.

Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain First Nations representation on the RAP Committee.	December 2024	RAP Committee Co-Chairs
	Annually review the RAP Committee Terms of Reference and membership.	December 2024	RAP Committee Co-Chairs
	RWG to meet at least six times per year to drive and monitor RAP implementation.	December 2025	RAP Committee Co-Chairs
13. Provide appropriate support for effective implementation of RAP commitments.	Maintain an Executive Sponsor from senior leadership to advocate for reconciliation across the TAFE, to other senior leaders and to external stakeholders	December 2024	Chief People, Brand & Strategy Officer
	Review RAP deliverables and allocate sufficient resources to ensure they are successfully delivered.	December 2024	Chief People, Brand and Strategy
	Meet at least three times per year with our senior leaders and teaching portfolios to ensure appropriate and effective implementation of our RAP commitments.	December 2025	RAP Co-Chairs
	Include RAP as a standing agenda item of the Social Responsibility Governance Group	December 2024	Diversity and Inclusion Manager
14. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	Report RAP progress to all staff and senior leaders quarterly.	December 2025	RAP Co-Chairs
	Review and contact Reconciliation Australia where appropriate, to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	July annually	Diversity and Inclusion Manager
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	August annually	Diversity and Inclusion Manager
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September annually	Diversity and Inclusion Manager
	Publicly report our RAP achievements, challenges, and learnings, annually.	August 2025, 2026	Manager External Communications
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	June 2026	Diversity and Inclusion Manager
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	August 2026	Diversity and Inclusion Manager
	15. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	February 2026

Contact details

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National Reconciliation Week event at Broadmeadows campus (Wurundjeri)

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