

# Reconciliation Action Plan 2017 - 2019

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GREAT  
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# Contents

Acknowledgement	1
Our business	2
TAFE Queensland's vision for reconciliation	3
TAFE Queensland's RAP Journey	4
Relationships	5
Respect	7
Opportunities	9
Tracking progress and reporting	11

## Acknowledgement

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We acknowledge the Australian Aboriginal and Torres Strait Islander people are the Traditional Owners of the lands and waters where we operate our business. We honour the unique cultural and spiritual relationship to the land, waters and seas of the First Australian peoples and their continuing and rich contribution to TAFE Queensland and Australian Society. We also pay respect to ancestors and Elders past, present and future.

## Our business

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TAFE Queensland is the largest and most experienced provider of vocational educational and training in the state, with a history of serving Queensland's communities for more than 130 years.

Our vision for TAFE Queensland is to continue to be the market leader of high quality education and training in Queensland and target markets beyond. In achieving this vision, our mission is to be an efficient, effective, sustainable and responsive organisation that develops individual's skills and employment opportunities, meeting employer, industry and community needs.

TAFE Queensland is a statutory body servicing the state through six regions. Our unique structure allows us to deliver high quality

training solutions that meet the needs of students and industry regionally, across the state and around the world. Our offering spans foundation skills and entry level workforce qualifications to higher education degrees across more than 600 program areas. We provide individuals with training options at every stage of their career and employers with skilling solutions that respond to complex workforce needs.

TAFE Queensland serves the whole state of Queensland and employs over 4,000 staff based throughout its network of 50 locations. We provide training through a variety of modes including face-to-face, online or in the workforce. 1.8% of our workforce is Aboriginal and Torres Strait Islander.

## TAFE Queensland's vision for reconciliation

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At TAFE Queensland we believe that vocational education and training has a key role to play in achieving a united Australia; one where Aboriginal and Torres Strait Islander people participate equally and equitably in all aspects of life.

We will connect with our students, communities, industry and government agencies to provide the fibre that binds us to build and grow a united learning community.

TAFE Queensland's vision for reconciliation is underpinned by our mission: to be an efficient, sustainable, responsive organisation that develops individuals skills and employment opportunities, meeting employer, industry and community needs.

Our core values complement our commitment to reconciliation.

**Innovation** and bringing new ideas to life means responding to the learning needs of Aboriginal and Torres Strait Islander people

in unique and culturally appropriate ways. **Accountability**

means delivering on our promises to all our customers and each

other. **Commerciality** to ensure TAFE Queensland remains a

market leader in vocational education and is a key player in all

our local communities. **Teamwork** is about working together

as one TAFE Queensland to achieve a common goal.

## TAFE Queensland's RAP Journey

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TAFE Queensland delivers training to more than 120,000 students annually. Last year we awarded over 53,000 qualifications with 87% of our graduates moving into employment or on to further study. We provide training to almost 7,000 Aboriginal and Torres Strait Islander students each year. At TAFE Queensland we are keen to become the provider of choice for all Aboriginal and Torres Strait Islander Queenslanders.

Our RAP has been developed as a means of committing TAFE Queensland to the "Closing the Gap" strategy where our first Australians are afforded the same opportunities for learning and prosperity that everyone can enjoy in Australia.

Our RAP was initiated by the TAFE Queensland Board and the approach being taken is endorsed by TAFE Queensland's Executive Team. A RAP Working Group has been established comprised of a RAP Champion (a member of the TAFE Queensland Executive Team) and staff including managers, teaching and administrative staff from each of TAFE Queensland's 6 regions. Aboriginal and Torres Strait Islanders are represented on the RAP Working Group.

The RAP Working Group will be responsible for the implementation and delivery of the Reconciliation Action Plan.

One of the early deliverables will be the establishment of an external Aboriginal and Torres Strait Islander Advisory Group within each TAFE Queensland region to provide cultural advice and guidance to TAFE Queensland in all aspects of our work.

This is TAFE Queensland's first Reconciliation Action Plan and as such it contains many of the building blocks required to achieve our vision for reconciliation. Over the next two years, TAFE Queensland has committed to:

- develop a cultural competence training strategy;
- a cultural protocol reference guide;
- an Aboriginal and Torres Strait Islander employment and retention strategy;
- a procurement policy;
- an education strategy; and
- a research and development strategy.

Each of these deliverables is set out in the implementation plan below.

Once these foundations are in place, TAFE Queensland will undertake a plan refresh to set out the next steps on its reconciliation journey.

## Relationships

TAFE Queensland is committed to building strong and sustainable relationships with Aboriginal and Torres Strait Islander people. Our aim is to position TAFE Queensland as the training provider of choice for Aboriginal and Torres Strait Islander students and employer of choice for people with diverse backgrounds. Our vision is to advance social and economic participation for Aboriginal and Torres Strait Islander people in Queensland.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>1. A RAP Steering Group and Working Group will actively monitor RAP development and implementation of actions, tracking progress and reporting.</p>	<ul style="list-style-type: none"> <li>• Identify a RAP Champion at TAFE Queensland Executive level and a RAP Champion for each region; together this group will form a RAP Steering Group.</li> <li>• The RAP Working Group, through its terms of reference will oversee the development, endorsement and launch of the RAP.</li> <li>• The RAP Working Group will meet regularly to action key deliverables within the RAP.</li> <li>• The RAP Steering Group will meet at least twice per year to monitor and report on RAP implementation.</li> <li>• Each region within TAFE Queensland will establish an external <b>Aboriginal and Torres Strait Islander Advisory Group</b> to provide cultural advice and guidance.</li> </ul>	<p>March 2017</p>	<p>TQ RAP Champion and each regional RAP Champion</p>
<p>2. Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians</p>	<ul style="list-style-type: none"> <li>• Organise at least one internal event annually for NRW at each campus across TAFE Queensland.</li> <li>• Register our NRW events via Reconciliation Australia's NRW website.</li> <li>• Each year support one external NRW event in each region and publicise this with all staff.</li> <li>• Encourage staff to participate in external events to celebrate and recognise NRW.</li> <li>• Each region to develop a database of local Aboriginal and Torres Strait Islander people that staff could invite to share their reconciliation experiences or stories with students.</li> <li>• Ensure NRW resources are made available on SPOT and Connect.</li> </ul>	<p>27 May- 3 June, annually First week of July, annually</p>	<p>RAP Working Group, RAP Champions and staff.</p>

## DRAFT FOR CONSULTATION

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>3. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to promote effective consultation and positive outcomes in all aspects of training delivery</p>	<ul style="list-style-type: none"> <li>• Develop engagement strategies for all staff with our Aboriginal and Torres Strait Islander stakeholders as part of the TAFE Queensland Strategic Plan.</li> <li>• Provide cultural awareness training for all staff and include in the new staff induction program which is customised for each location.</li> <li>• Further customised professional development for educators will be developed to ensure the cultural safety of students in all programs.</li> <li>• Provide scheduled opportunities for staff to attend on-campus meetings with local community members to provide opportunities to learn through story telling.</li> </ul>		
<p>4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector</p>	<ul style="list-style-type: none"> <li>• Launch the RAP within each region with external stakeholders and local community leaders.</li> <li>• Develop an internal communications and marketing plan to promote the RAP across TAFE Queensland which will include a launch of the RAP with staff at each region through the CEO roadshows.</li> <li>• Celebrate student success stories all year round using a range of media including internal staff newsletters, industry newsletters, local and social media.</li> <li>• Target a presentation which highlights key reconciliation challenges and achievements at major sector events eg. TDA.</li> </ul>		
<p>5. Consider additional regional actions to enhance connections, engagement and reconciliation with Aboriginal and Torres Strait Islander people and communities.</p>	<ul style="list-style-type: none"> <li>• Each region to consider additional actions to build relationships with local Aboriginal and Torres Strait Islander people and communities.</li> </ul>		

## Respect

TAFE Queensland proudly respects Aboriginal and Torres Strait Islander people and their culture and history. We demonstrate this through cultural awareness and acknowledgement of their ownership and connection to our Country. We take pride in celebrating Aboriginal and Torres Strait Islander history, culture and achievements.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>1. Engage employees in cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements</p>	<ul style="list-style-type: none"> <li>• Develop and implement a <b>cultural competence training strategy</b> for our staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided. This will include online elements, reference links, face to face workshops and opportunities for cultural immersion through events, forums and speakers.</li> <li>• Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training.</li> <li>• The cultural awareness training strategy will be developed in consultation with Aboriginal and Torres Strait Islander communities.</li> </ul>	<p>December 2017</p>	
<p>2. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning</p>	<ul style="list-style-type: none"> <li>• Develop, implement and communicate a <b>cultural protocol reference guide</b> for Welcome to Country and Acknowledgement of Country based on inclusiveness and good practice from Reconciliation Australia; include policy on paying for Welcome to Country speakers respecting people's time and livelihood.</li> <li>• Develop a local community resource bank accessible by all staff, which contains connections and contacts, and includes protocols for maintenance.</li> </ul>	<p>June 2017</p>	

## DRAFT FOR CONSULTATION

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
CONTINUED	<ul style="list-style-type: none"> <li>• Include Acknowledgement of Country at the commencement of important external and internal meetings based on consultation with Traditional Owner and/or Community Leaders.</li> <li>• Acknowledge Aboriginal and Torres Strait Islander people through the use of flags, statements in all classrooms and main entrances, marketing materials, email signatures and website.</li> <li>• Respect Aboriginal and Torres Strait Islander people through the use of warning statements with photos.</li> </ul>		
3. Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC Week	<ul style="list-style-type: none"> <li>• Organise at least one internal event annually for NAIDOC at each campus across TAFE Queensland.</li> <li>• Register our NAIDOC events via Reconciliation Australia and NAIDOC websites.</li> <li>• Review HR policies and procedure to ensure that staff are encouraged to participate in events to celebrate and recognise NAIDOC.</li> <li>• Staff will be given the opportunity to participate in a regional NAIDOC week committee.</li> <li>• Ensure NAIDOC activities and resources are made available on SPOT and Connect.</li> </ul>	First week of July, annually	
4. Consider additional regional actions to promote understanding and cultural awareness with Aboriginal and Torres Strait Islander people and communities	<ul style="list-style-type: none"> <li>• Each region to consider additional actions to build respect for local Aboriginal and Torres Strait Islander people and their culture.</li> </ul>	Ongoing	

## Opportunities

TAFE Queensland will champion relationships with business, students and industry to seek employment opportunities for Aboriginal and Torres Strait Islander people. TAFE Queensland will advocate for Aboriginal and Torres Strait Islander people in all aspects of policy development relating to employment and skills.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>1. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace</p>	<ul style="list-style-type: none"> <li>• Develop and implement an <b>Aboriginal and Torres Strait Islander employment and retention strategy</b> which includes:                             <ul style="list-style-type: none"> <li>- engagement with existing Aboriginal and Torres Strait Islander staff on employment strategies</li> <li>- opportunities for professional development, career pathways and career progression</li> <li>- data information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities</li> <li>- cultural support and engagement networks</li> <li>- entry pathways eg. traineeships</li> <li>- identified and non-identified roles</li> <li>- targets for various levels within TAFE Queensland</li> <li>- a cultural mentoring network for new and existing staff and managers.</li> </ul> </li> <li>• Review human resources procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.</li> </ul>	<p>October 2018</p>	<p>TQ People &amp; Capability Network</p>
<p>2. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation</p>	<ul style="list-style-type: none"> <li>• Review procurement policies and procedures to identify barriers to Aboriginal and Torres Strait Islander businesses to supply our organisation with goods and services.</li> <li>• Register with Supply Nation to connect with Aboriginal and Torres Strait Islander businesses.</li> </ul>	<p>June 2017</p>	

## DRAFT FOR CONSULTATION

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
CONTINUED	<ul style="list-style-type: none"> <li>• Develop and communicate to staff a database of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.</li> <li>• Aim to become a preferred supplier to Aboriginal and Torres Strait Islander businesses and organisations across Queensland.</li> <li>• Develop a <b>procurement policy</b> so that a certain percentage of TAFE Queensland expenditure is to Aboriginal and Torres Strait Islander businesses.</li> </ul>		
3. Opportunities for Aboriginal and Torres Strait Islander students, businesses and industries	<ul style="list-style-type: none"> <li>• Develop a holistic <b>education strategy</b> for all Aboriginal and Torres Strait Islander students who choose to study with TAFE Queensland.</li> <li>• Develop and provide programs of support for Aboriginal and Torres Strait Islander students that focus on employment outcomes by linking them with employers and industry [see Emma about additional ideas here]</li> <li>• All regions to appoint an “Indigenous Outcomes Officer” to support employment outcomes for Aboriginal and Torres Strait Islander students.</li> <li>• Develop relationships with Reconciliation Australia’s RAP partners and aim to become a preferred supplier to organisations which are RAP partners.</li> <li>• Seek opportunities to contextualise learning and assessments during product and program planning.</li> </ul>	December 2017	
4. Support and advocacy for Aboriginal and Torres Islander peoples in all aspects of vocational education and training	<ul style="list-style-type: none"> <li>• Initiate and fund a <b>research and development strategy</b> to develop best practice in training and skills for Aboriginal and Torres Strait Islander people.</li> <li>• Lobby for policy development that benefits Aboriginal and Torres Strait Islander communities in terms of Closing the Gap targets.</li> <li>• Advocacy for our Aboriginal and Torres Islander graduates in industry and employment.</li> <li>• Support for Indigenous enterprise through procurement strategies, training and workforce development strategies.</li> </ul>	July 2017	

## Tracking progress and reporting

TAFE Queensland proudly respects Aboriginal and Torres Strait Islander people and their culture and history. We demonstrate this through cultural awareness and acknowledgement of their ownership and connection to our Country. We take pride in celebrating Aboriginal and Torres Strait Islander history, culture and achievements.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Report RAP achievements, challenges and learnings to Reconciliation Australia	Required: <ul style="list-style-type: none"> <li>• Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.</li> <li>• Investigate participating in the RAP Barometer.</li> </ul> Optional: <ul style="list-style-type: none"> <li>• <i>Develop and implement systems and capability needs to track, measure and report on RAP activities.</i></li> </ul>	September, annually  Biennial  June, annually	
2. Report RAP achievements, challenges and learnings internally and externally	Required: <ul style="list-style-type: none"> <li>• Publically report our RAP achievements, challenges and learnings.</li> </ul>		
3. Review, refresh and update RAP	Required: <ul style="list-style-type: none"> <li>• Review, refresh and update RAP based on learnings, challenges and achievements.</li> <li>• Send draft RAP to Reconciliation Australia for formal feedback and endorsement.</li> </ul>	July, annually	

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