

Bendigo Kangan Institute

RECONCILIATION ACTION PLAN



**INNOVATE
RECONCILIATION
ACTION PLAN**

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BENDIGO TAFE AND KANGAN INSTITUTE
February 2021 - February 2023



ACKNOWLEDGEMENT

We acknowledge the Traditional Owners of the Land where our campuses and centres are located.

Bendigo Kangan Institute believe in celebrating the rich heritage of the oldest continuing cultures, and recognising their strength and resilience.

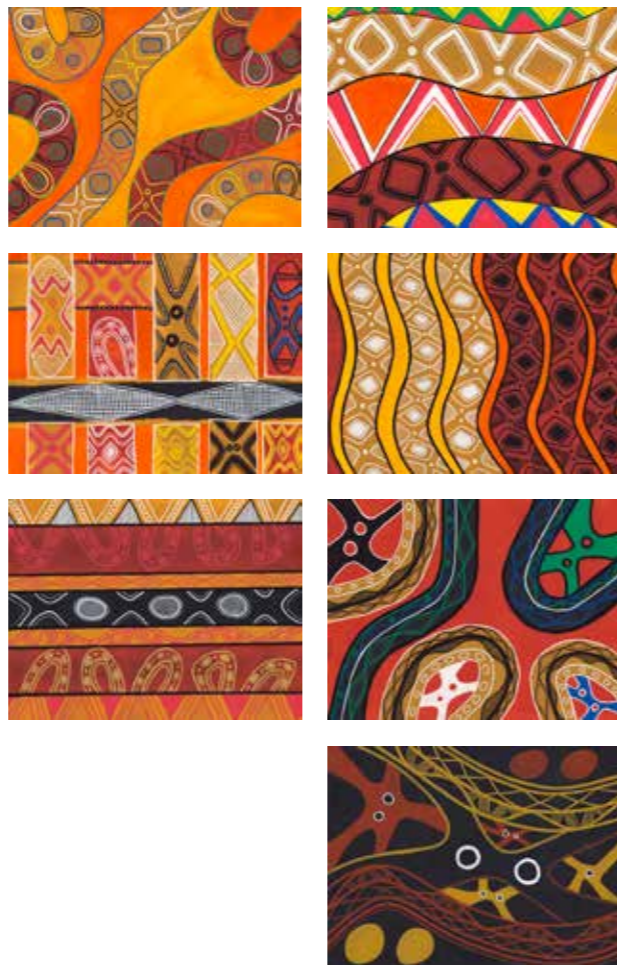
ARTWORK

Jida Gulpilil

I am most connected to Dja Dja Wurrung and Yorta Yorta on my Mothers side and my father is Yolngu from North-East Arnhem Land. I enjoy painting, carving, etching and creating artworks that inspire people. I currently have a artwork commission project with EPA Victoria and have recently completed artwork commission project for the new Bendigo Regional Hospital in Bendigo.

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.

The other artwork samples reflect Bunjil Creation Story, Lore, Bush Medicine and Waterways of my Victorian Aboriginal Heritage.



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RAP committee members

A MESSAGE FROM OUR BOARD CHAIR AND CHIEF EXECUTIVE OFFICER

Bendigo Kangan Institute's (BKI) Reconciliation Action Plan (RAP) shows our deep commitment to change and how BKI intends to contribute to reducing the historical gap of social and economic disadvantage between Aboriginal and Torres Strait Islanders and non-Aboriginal and Torres Strait Islander Australians.

The RAP acknowledges the five interrelated dimensions of reconciliation involving historical acceptance; race relations; equality and equity, institutional integrity; and unity. Our Plan identifies the practical steps that BKI will pursue to drive our commitment to reconciliation both internally and in the communities in which we operate around the three core pillars of building relationships, respect and opportunities underpinned by effective governance and reporting practices.

BKI is unique in that its educational footprint extends from metropolitan Melbourne to regional Victoria which affords us with the ability to positively impact and support to a range of communities across Victoria. As a leading provider of education and training, BKI plays a critical part in providing education and employment opportunities to our diverse student population. Our RAP is aimed to have a real impact for Aboriginal and Torres Strait Islander students and staff through improving access to education and meaningful employment, being culturally aware of student needs and supports, and by supporting enterprises involving our First Nations Peoples. Through a shared approach, our RAP defines strategic and operational goals and is supported by our people to achieve meaningful reconciliation outcomes.

Our RAP is the commitment by all BKI peoples to our Aboriginal and Torres Strait Islander partners to extend and deepen our relationship and to the broader community. As we commit to working with our partners there is every expectation that we will need to adjust and sharpen our focus on those dimensions of reconciliation that provide the most rewarding and effective outcomes.

Peter Harmsworth AO
Chair
Bendigo Kangan Institute Board

Sally Curtain
CEO
Bendigo Kangan Institute

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 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. Bendigo Kangan Institute 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 Bendigo Kangan Institute 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
Chief Executive Officer
Reconciliation Australia

OUR VISION

Our vision for reconciliation is that First Nations peoples of this country will be restored to a place of equity, that Aboriginal and Torres Strait Islander cultures be fully valued by all, broken relationships restored and social inequalities eradicated.



OUR BUSINESS

Bendigo Kangan Institute is part of a network of twelve stand-alone TAFEs providing vocational education and training programs to industry and communities across Victoria as well as overseas and national collaborations. The BKI group also includes VETASSESS, a national and international provider of assessment services and eWorks, an eLearning hosting, content and consultancy specialist. With a history that stretches back to 1854, the institute has undergone numerous identity changes in its 166 years of history. More recently, Bendigo TAFE and Kangan Institute joined to become one organisation.

Our campuses are located in regional Victoria and across Melbourne on the ancestral lands of the Gunung- Willam-Balluk and Wurundjeri peoples, Jaara people of the Dja Dja Wurrung, Wollithiga people of the Yorta Yorta Nation. We provide education, employment and skills development services to more than 30,000 students across seventeen campuses from Docklands and Echuca and including six Corrections facilities. Services are also delivered onsite in a variety of business and community locations. In 2020, the institute employed over 1,300 staff with eleven staff identifying as being of Aboriginal and/or Torres Strait Islander origin. We provide education to approximately 300 Indigenous Australian students enrolled across our campuses each year.

Bendigo TAFE and Kangan Institute have a long-standing history of working with local Aboriginal & Torres Strait Islander communities to achieve success through education. After many years, our Koori Programs Unit expanded into the Indigenous Education Centre (IEC) in 2004 to create a place of belonging that provides quality education and training programs with cultural integrity and quality support.

The Indigenous Education Centre staff work closely with all teaching departments to ensure our First Nation students are aware of the Centre's services. The IEC team's dedicated services enable Aboriginal and Torres Strait Islander students to feel supported throughout their educational journey.

The IEC also provide contextualised and culturally appropriate training for industry partners in collaboration with Bendigo TAFE and Kangan Institute teaching portfolios. Additionally, as part of our commitment to educate the broader community and all those within our sphere of influence, we offer Indigenous Cultural Awareness Training (ICAT). Bendigo TAFE and Kangan Institute's IEC has been one of Victoria's leading providers of Indigenous Education and through ICAT, supports external organisation's aspirations to gain greater understanding of Aboriginal and Torres Strait Islander history and cultures. The program provides tools to enable workforces to build successful working relationships with Aboriginal and Torres Strait Islander communities improve their engagement and recruitment strategies, and develop an awareness of Indigenous cultural importance for their employees.

OUR RAP

For the long-term benefit and cohesion of this country, it is vital that governments, community organisations and businesses play their part in building relationships and working towards a reconciled, just and equitable Australia.

First and foremost, we are educators. We believe educational organisations such as TAFEs and vocational training providers have an obligation to be as informed and involved as possible in regards to reconciliation in Australia, before we can teach others to do the same. As an Institute we want to play a key role in reconciliation and aim to ensure that our Aboriginal and Torres Strait Islander staff and student are fully engaged in education, employment and training. We believe an established RAP will have the ability to create meaningful and lasting change and assist us as an organisation implement a framework that will drive our current reconciliation efforts as well as improve upon them.

Key roles for our businesses, as education providers, are to encourage and facilitate effective education, provide training and employment to support and enhance opportunities and outcomes for Aboriginal and Torres Strait Islander peoples; to promote awareness and encourage participation of other staff, students and members of the broader community to address inequalities that may affect First Nations peoples. We believe that reconciliation is an essential process in healing of our national soul.

OUR RAP BACKGROUND

Bendigo TAFE and Kangan Institute's Indigenous Education Centre staff laid the foundations around reconciliation activities through community group and internal networks to create our vision for reconciliation. Although this was not formalised, the institute's Indigenous, Employment and Training Advisory Committee (IEETAC) together with newly formed RAP Committee continued to

build upon that foundation and drove the implementation and endorsement of an official BKI Innovate RAP. Our RAP Champion for the institute is Michelle Johnston, Chief People, Culture and Strategy Officer.

OUR RAP COMMITTEE

The RAP Committee is made up of local Aboriginal and Torres Strait Islander community members representing the 3 regions through nominations by Bendigo TAFE and Kangan Institute's IEETAC. Aboriginal and Torres Strait Islander staff members were also nominated to chair and assist in the formation of an official committee. From there, expressions of interest were sent throughout the organisation with an overwhelming response from BKI staff eager to take part and play a significant role in reconciliation efforts. After being selected for 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 into the sections of the RAP they were assigned. Members would then come together for committee meetings where all had the chance to contribute to one another's work and ultimately shape our current BKI Innovate RAP February 2021-2023.

STAFF ACKNOWLEDGEMENTS

Plan contribution

Phil Murphy - Executive Director

Janelle Arena - Deputy Chief Industry Engagement and Education Delivery Officer

Lee-Anne Habel - Manager, Indigenous Education Centre

Indigenous Education Centre staff and Reconciliation community members

RAP Committee (RWG) Member	Position/Role	Organisation/Department
Alf Bamblett	Metropolitan LAECG (Local Aboriginal Education Consultative Group) Representative	Victorian Aboriginal Community Services Association Ltd (VACSAL)
Alison McColl	Koorie Liaison Officer	Indigenous Education Centre, Kangan Institute
Andrew King	Senior Contracts and Procurement Specialist	Business Performance and Assurance, Bendigo TAFE and Kangan Institute
Baydon Widdicombe	Human Resources Manager	Bendigo & District Aboriginal Co-operative
Ben Bolkunowicz	Education Manager	Corrections Education, Bendigo TAFE and Kangan Institute
Ben Shue	Teacher in Community Services	Community Centre of Excellence, Bendigo TAFE
Brian Stratford	Teacher Building Design	Construction & Industrial, Bendigo TAFE
Bruce Hughes	Department Director	Construction & Industrial, Bendigo TAFE and Kangan Institute
Caroline Schmidt	Department Director	Group Branding & Student Acquisition, Bendigo TAFE and Kangan Institute
Caroline Tarran	Koorie Liaison Officer	Indigenous Education Centre, Bendigo TAFE
Darlene Bull	Education Manager	Youth and Work Education, Bendigo TAFE and Kangan Institute
Deb Harrison	Department Director	Human Resources, Bendigo TAFE and Kangan Institute
Gabe Hodson	Teacher in Community Services	Community Centre of Excellence, Kangan Institute
Kay Smith	Manager Library Services	Regional Libraries, Bendigo TAFE
Kellie Jones	Lead Educator	Food and Fibre, Bendigo TAFE and Kangan Institute
Kelly Minogue	Employee Relations Specialist	Human Resources, Bendigo TAFE and Kangan Institute
Lisa Murphy	Acting Operations Manager	Automotive, Kangan Institute
Marina McGrath	Teacher in Creative Industries	Creative Industries, Kangan Institute
Martin Coram	Project & National Training Manager,	Automotive Centre of Excellence, Kangan Institute
Matt Hague	Education Manager, Work Place Delivery Regional	Construction & Industries, Bendigo TAFE
Matt Hetherington	Manager Teaching and Learning and Vocational English	Foundation & Pathways, Bendigo TAFE and Kangan Institute
Pirjo Smyth	CGEA Teacher and Compliance Officer	Corrections Education, Bendigo TAFE and Kangan Institute
Richard Jowitt	Teacher Electrical, Electrical & Plumbing	Construction & Industrial, Bendigo TAFE
Uncle Robert Saunders	Echuca LAECG (Local Aboriginal Education Consultative Group) Representative	Njernda Aboriginal Corporation
Rudi Pavani	Coordinator Timetabling And Scheduling	Academic Governance, Quality & Registrar, Bendigo TAFE and Kangan Institute
Shani Marshall	Product Business Partner	Product Performance and Pathways, Bendigo TAFE and Kangan Institute
Teraze Davies	Manager Apprenticeship Development	Industry Development, Bendigo TAFE and Kangan Institute
Lynette O'Connell	RAP Secretary	IEC Team Leader, Kangan Institute

OUR RECONCILIATION HIGHLIGHTS

2021 Industry Excellence Awards



Jade Heavyside – Aunty Melva Johnson, Aboriginal & Torres Strait Islander Student of the Year

Jade Heavyside is a proud Wemba Wemba woman. She is a mother of 4 young children and after completing a Certificate IV in Aged Care in 2010, Jade wanted to complete the Diploma of Nursing, but put this on hold to raise her family. In 2019 Jade made every effort to prepare for the Diploma of Nursing and undertook the Preparation for Study course and was pleasantly surprised when the fear of returning to study turned into an enjoyable and rewarding experience.

Studying to become a Nurse has made her children and her community proud of her. Jade was also the successful recipient of the Puggy Hunter Scholarship for Nursing students, which is designed for Aboriginal and/or Torres Strait Islander people studying an entry level health course.

Jade has worked with the Bendigo and District Aboriginal Cooperation (BDAC) through children's activities and sporting programs to provide additional support to those around her. Jade is also part of CATSAIM- the Congress of Aboriginal and Torres Strait Islander Nurses and Midwives as well as the Weenthunga group for Indigenous nursing students, which has helped motivate her journey.

Annual Reconciliation Lunches



IEC's Jimmy Kyle & Gunung-Willam-Balluk Traditional Owner, Kellie Hunter.

For reconciliation week each year, the Indigenous Education Centre hosts a brunch to discuss the NRW theme and recognise contribution to reconciliation at Bendigo TAFE & Kangan Institute by presenting an award.

Guests often include the Mayor from Hume City Council, Institute CEO, IEC staff and other internal and external stakeholders invested in Reconciliation. In 2019, the newly appointed Aboriginal Children and Young Peoples Commissioner, Mr Justin Mahomed, was the guest speaker and gave some amazing insights.

This year's Boonde-Mak-Ballettak Award joint winners were Bendigo TAFE's Ms Marissa Symons (Education Manager for Health & Community Services Centre of Excellence) and Mr Matt Hague (Regional Projects Manager for Construction and Industrial).

Kangan Institute's hospitality students catered and served at the event. They did a fantastic job and as always the Bendigo TAFE & Kangan Institute Indigenous Education Centre Reconciliation Brunch was an enjoyable event enjoyed by all that attended.

Annual NAIDOC Celebrations



(R-L) Kellie Hunter, Kim Clarke, Lee-Anne Habel, Janelle Arena, Phil Murphy & Peter Harmsworth.

For NAIDOC week 2019, the Indigenous Education Centre at the Broadmeadows Campus hosted a Flag raising Ceremony with an official Welcome to Country and Smoking Ceremony provided by Gunung-Willam-Balluk Traditional Owner, Kellie Hunter.

There was also an unveiling of a piece painted for the 2018 NAIDOC celebrations by Indigenous Education Centre staff members Ms Kim Clarke & Ms Dusty Nicholson. It was based on that year's NAIDOC theme 'Because of Her We Can' and features a picture of a Scar Tree, as well as a border of tiles that community members and staff created centred on the same thing.

It now hangs in the main entrance to the campus next to the directorate offices for all to enjoy. The Welcome, Smoking and Unveiling were then followed by a lovely morning tea with over 60 peoples in attendance.

Pictured is Chairperson of Institute Board Mr Peter Harmsworth, Previous Institute CEO Mr Phil Murphy, Acting Executive Director of Studies Ms Janelle Arena, Manager of Indigenous Education Mrs Lee-Anne Habel, Traditional Owner Ms Kellie Hunter, and Indigenous Mentor Ms Kim Clarke.

Wurreker Awards Finalists



Executive Director of Studies Ms. Janelle Arena & Metropolitan Indigenous Engagement & Capacity Building Officer Mr. Tony McCartney.

Each year, the Victorian Aboriginal Education Association Incorporated's (VAEAI) Wurreker Awards provide an opportunity each year to celebrate the achievements of individuals and organisations in the field of Koorie further education.

They are an integral part of the highlighting the Victorian Government's Wurreker Strategy vision to enable training for the Koorie community, supporting pathways to employment, Koorie community development and individual learner success and self-determination.

In 2019, Bendigo TAFE & Kangan Institute was celebrated as finalists in the category of Innovative Koorie Learner Pathways -TAFE Award. Our Indigenous Education Centre is instrumental in working with Indigenous communities to provide programs that have pathways to improved career and employment outcomes.

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 people, 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 Aboriginal and Torres Strait Islander stakeholders and organisations.	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Jul, Oct 2021 and 2022 IEC Manager
		• Identify opportunities to establish and maintain mutually beneficial relationships starting with our IEETAC.	Feb 2021 Feb 2022 IEC Manager
		• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Jun 2021 IEC Manager
		• Review all advisory, staff and student representative committees across Bendigo and Kangan Institute's operations and seek to ensure Aboriginal and Torres Strait Islander representation on each committee/advisory group where practicable.	June 2021 RAP Committee Co-Chair
		• Review the yearly events to identify opportunities for Indigenous Education Centre (IEC) involvement and/or presence.	Feb 2021 Feb 2022 IEC Manager Events Manager
		• Ensure our local Aboriginal and Torres Strait Islander stakeholders and organisations showcase their services to our prospective industry partners at events that are applicable.	Feb 2021 Dec 2021 Dec 2022 IEC Manager Events Manager
		2	Build relationships through celebrating National Reconciliation Week (NRW).
• Register all our NRW events on Reconciliation Australia's NRW website.	Apr 2021 Apr 2022 Events Manager		

3	Promote reconciliation through our sphere of influence.	• Establish a RAP sub-committee to assist the IEC and Events team to plan Bendigo TAFE and Kangan Institute NRW events	Mar 2021 Mar 2022 Employee Relations Specialist, Lead Educator Food and Fibre
		• Encourage staff and senior leaders to participate in internal and external events that recognise and celebrate NRW.	May 2021 May 2022 IEC Manager Events Manager
		• Bendigo Kangan Institute RAP Committee Members to participate in at least one external NRW event.	May 2021 May 2022 Events Manager
		• Organise at least one student-focused and one staff-focused NRW event each year and look to expand that to each campus in coming years where feasible.	May 2021 May 2022 RAP Committee Co-Chair
		• The sub-committee will support the IEC and Events team to ensure local events are suitable, seek application for any funding grants and promote the activities to students, staff and the broader local communities	Apr 2021 Apr 2022 RAP Committee Co-Chair
		• Implement strategies to engage our staff in reconciliation by the RAP Committee discussing and developing strategies to engage Bendigo Kangan Institute staff and students in reconciliation and Aboriginal and Torres Strait Islander Events of importance as well as RAP deliverables.	Oct 2021 Oct 2022 RAP Committee Co-Chairs
		• Communicate our commitment to reconciliation publically.	July, Oct 2021, 2022 Director Strategy and Stakeholder Relationships
		• Invite individuals to represent members as guests at Bendigo and Kangan Institute's RAP Committee meetings where appropriate and expand the level of involvement at committee meetings by inviting members' proxies.	Feb 2021 May 2022 Feb 2023 RAP Committee Co-Chair
		• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	July 2021 July 2022 RAP Committee Co-Chair Director Strategy and Stakeholder Relationships
		• Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	July 2021 July 2022 RAP Committee Co-Chair, Director Strategy and Stakeholder Relationships
• Ensure the RAP is a standing item on all IEETAC meetings and promote reconciliation through ongoing active engagement with all stakeholders.	Feb 2021 Feb 2022 IEC Manager		
• Develop and implement a strategy to communicate our RAP to our internal and external stakeholders, including the availability to publish it on our website and intranet.	Sept 2021 Inclusivity Project Officer, Director Strategy and Stakeholder Relationships		

<p>4 Ensure Aboriginal and Torres Strait Islander events of significance are supported by BKI's existing internal resources.</p>	<ul style="list-style-type: none"> Members of the RAP Committee will assist the IEC with planning, promoting and delivery of internal Bendigo Kangan Institute events. Planning for calendar of yearly events, promoting and delivery of RAP Launch, Expos, Careers days and Openings. 	<p>Feb 2021 Feb 2022 Feb 2023</p>	<p>IEC Manager</p>
<p>5 Promote positive race relations through anti-discrimination strategies.</p>	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs by reviewing all student and employee related policies and procedures, (ie Codes of Conduct) to ensure that they reflect the organisation's commitment to and promotion of reconciliation. Develop, implement and communicate an anti-discrimination policy for our organisation. Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. Educate senior leaders on the effects of racism. 	<p>May 2021 Oct 2022 Oct 2021 Sept 2021</p>	<p>Employee Relations Specialist, Manager Student Services and Volunteer Co-ordinator Employee Relations Specialist, Manager Student Services and Volunteer Co-ordinator IEC Manager IEC Manager</p>



RESPECT

Bendigo Kangan Institute (BKI) is committed to building our knowledge of Aboriginal and Torres Strait Islander histories, cultures and connections to land. Bendigo TAFE and Kangan Institute acknowledge that Aboriginal and Torres Strait Islander peoples have lived on this land for thousands of years and have had to endure the full impact of colonisation. We recognise the resilience of First Nations peoples who have overcome enormous adversity to continue to practice culture and ceremony here.

Respect is central to our work and our responsibility as an educational organisation as our influence in the community is to encourage and promote reconciliation in all our dealings. Bendigo Kangan Institute is committed to working together in partnerships on a foundation of respect to encourage meaningful conversations on the rights of Aboriginal and Torres Strait Islander peoples. Respect is one of our key values therefore, it is our duty to support reconciliation.

Action	Deliverable	Timeline	Responsibility
1 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Conduct a review of cultural learning needs within our organisation.	Feb 2021	Inclusivity Project Officer
	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	Mar 2021	IEC Manager
	• Seek out local Aboriginal and Torres Strait Islander advisors and Traditional Owners of Bendigo Kangan Institute's catchment in the review process and subsequent updates of our ICAT and cultural unit delivery.	June 2021 June 2022	IEC Manager
	• Develop, implement and communicate a cultural learning strategy for our staff, which also includes.	Dec 2021	RAP Committee Co-Chair
	- updating Bendigo Kangan Institute's ICAT delivered to all current staff as professional development		
	- incorporating ICAT component in Bendigo Kangan Institute induction process		
	- updating the policy with the delivery of the cultural units in qualifications on Bendigo Kangan Institute's scope		
• Ensure that the Bendigo Kangan Institute Committee, HR managers, CEO and executive staff participate in our ICAT.	Mar 2021 Mar 2022	IEC Manager	
• Provide opportunities for RAP Committee members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	Nov 2021	IEC Manager	

2 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Increase staff' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Oct 2021	IEC Manager, Director Strategy and Stakeholder Relations
	• Develop, implement and communicate via the external and internal communication teams a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Feb 2021	IEC Manager, Director Strategy and Stakeholder Relations
	• Include: 'Providing educational opportunities on the traditional lands of the Wurundjeri, Dja Dja Wurrung and Yorta Yorta peoples' on email signatures, communications and collateral where address is stated.	Feb 2021	Employee Relations Specialist, Lead Educator Food and Fibre
	• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	May 2021 May 2022	RAP Committee Co-Chair
	• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Feb 2021	RAP Committee Co-Chair
	• Create a welcoming atmosphere for Aboriginal and Torres Strait Islander people to our campuses by ensuring there are Aboriginal and Torres Strait Islander flags displayed at all campuses either by flag pole and/or at main customer service desks	Feb 2021	RAP Committee Co-Chair
	3 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• CEO, Executive and members of the RAP Committee will participate in at least one external NAIDOC Week event	July, 2021 July, 2022
• Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.		Dec 2021	RAP Committee Co-Chair
• Ensure that all Bendigo Kangan Institute Indigenous staff members and their Managers are aware of their Cultural Leave entitlements.		Feb 2021 Feb 2022	Employee Relations Specialist
• Promote and encourage participation in external NAIDOC events to all staff.		July, 2021 July, 2022	RAP Committee Co-Chair
• RAP sub-committee to assist IEC and Events team with NAIDOC events across our campuses.		May 2021 May 2022	IEC Manager, Events Manager

OPPORTUNITIES

BKI will champion relationships with business, students and industry to seek employment and improve procurement with Aboriginal and Torres Strait Islander suppliers. Through engagement, we aim to learn from Aboriginal and Torres Strait Islander peoples ultimately to close the gap in this domain.

Action	Deliverable	Timeline	Responsibility
1	<ul style="list-style-type: none"> Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development. 	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	Feb 2021 Chief People Culture Strategy Officer
		<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy. 	Jan 2022 Chief People Culture Strategy Officer
		<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. 	May 2021 Chief People Culture Strategy Officer
		<ul style="list-style-type: none"> As part of the development of a Bendigo Kangan Institute Indigenous employment strategy, review and assess the adequacy of the current award and leave types to support Aboriginal and Torres Strait Islander staff member's community obligations 	March 2021 Employee Relations Specialist
		<ul style="list-style-type: none"> Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. 	June 2021 Chief People Culture Strategy Officer
		<ul style="list-style-type: none"> Increase the number of Aboriginal and Torres Strait Islander peoples employed at Bendigo Kangan Institute by 10% investigating opportunities to advertise all vacancies in Aboriginal and Torres Strait Islander media. 	Feb 2021 Chief People Culture Strategy Officer
		<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	Jan 2022 Chief People Culture Strategy Officer
		<ul style="list-style-type: none"> Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce by: <ul style="list-style-type: none"> Stating, "Aboriginal and Torres Strait Islander peoples are encouraged to apply for this position" for every internal and external vacancy. Engaging with local community when positions are vacant. 	Jan 2022 Chief People Culture Strategy Officer

2	<ul style="list-style-type: none"> Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes. 	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander procurement strategy 	February 2021	Manager Procurement
		<ul style="list-style-type: none"> Work to create preferred supplier agreements with Aboriginal and Torres Strait Islander business where appropriate 	February 2021	Manager Procurement
		<ul style="list-style-type: none"> Finalise Aboriginal and Torres Strait Islander supplier agreement. 	February 2021	Manager Procurement
		<ul style="list-style-type: none"> Investigate Supply Nation membership. 	March 2021	Manager Procurement
		<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. 	February 2021	Manager Procurement
		<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	February 2021	Manager Procurement
3	<ul style="list-style-type: none"> Improve employment outcomes, education and training opportunities and support for Aboriginal and Torres Strait Islander students 	<ul style="list-style-type: none"> Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. 	March 2021	Manager Procurement
		<ul style="list-style-type: none"> Include appropriate Aboriginal and Torres Strait Islander suppliers when there is a requirement for quotes for the supply of goods. 	February 2021	Manager Procurement
		<ul style="list-style-type: none"> Review Aboriginal and Torres Strait Islander Apprentice and Trainee Student learning plan with both students and employers to be able to have clear learning journeys and opportunities. 	February 2021	Chief Governance and Quality Officer
		<ul style="list-style-type: none"> Investigate specific tutoring and mentor needs of Aboriginal and Torres Strait Islander students and address accordingly. 	May 2021	Chief Governance and Quality Officer
		<ul style="list-style-type: none"> Support students throughout their entire learning journey and investigate appropriate scholarships and other funding sources to be able to add support to students pre & post completion and as they join the workforce. 	April 2021	Chief Academic Officer & Manager Student Services
		<ul style="list-style-type: none"> Investigate the skills needed to enter the workforce within the "Local Jobs First Policy" and other long-term state government projects that have Aboriginal and Torres Strait Islander workforce requirements to develop courses that support applicable students to become prepared candidates. 	March 2021	Chief Academic Officer & Manager Student Services
		<ul style="list-style-type: none"> Review Bendigo Kangan Institute's newsletters content & distribution and support their efficacy in reaching Aboriginal and Torres Strait Islander students to provide updates on training opportunities and achievements of Aboriginal and Torres Strait Islander students, staff and communities. 	February 2021	Director Strategy and Stakeholder Relations
		<ul style="list-style-type: none"> Engage and promote our Indigenous Cultural Awareness Training (ICAT) to external stakeholders to create workforces that can work together more effectively with our Aboriginal and Torres Strait Islander students as they transition to employment and gain a deeper understanding of the challenges they may face. 	September 2021	IEC Manager

GOVERNANCE

Action	Deliverable	Timeline	Responsibility
1	Establish and maintain an effective RAP Committee to drive governance of the RAP.	• Maintain Aboriginal and Torres Strait Islander representation on the RAP Committee.	Feb 2021 Chief Student Experience and Growth Officer
		• Maintain Aboriginal and Torres Strait Islander representation on the RAP Committee.	Feb 2021 Feb 2022 RAP Committee Co-Chair Employee Relations Specialist, Lead Educator Food and Fibre
		• Review membership annually and increase it by putting out another invitation throughout the Institute when required	May 2021 May 2022 RAP Committee Co-Chair
		• Establish and apply a Terms of Reference for the RAP Committee.	Feb 2021 Chief Student Experience and Growth Officer
		• Meet at least four times per year to drive and monitor RAP implementation.	Feb 2021 Chief Student Experience and Growth Officer
2	Provide appropriate support for effective implementation of RAP commitments.	• Review the RAP commitments and ensure there is appropriate support for effective implementation through allocated duties to specific RAP Committee members and/or look to employ personnel to drive and track our RAPs progress.	Feb 2021 Feb 2022 Chief Student Experience and Growth Officers
		• Senior leaders to ensure RAP initiatives are being implemented within their departments and teams looking for ways to integrate RAP deliverables into annual operations goals and plans	May 2021 May 2022 Chief Student Experience and Growth Officer
		• Engage our senior leaders and other staff in the delivery of RAP commitments by communicating our RAP progress via our intranet, internal operational bulletin, staff communications and student newsletters	Feb 2021 Chief Student Experience and Growth Officer
		• Define and maintain appropriate systems to track, measure and report on RAP commitments.	Feb 2021 RAP Committee Co-Chair
		• Investigating the appropriate reporting mechanism and frequency to inform progress of our RAP to the Board of Directors, CEO and Executive Team	Feb 2021 Feb 2022 Inclusivity Project Officer
		• Appoint and maintain an internal RAP Champion from senior management.	Feb 2021 Chief Student Experience and Growth Officer

3	Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Sept, 2021 Sept 2022	Chief Governance and Quality Officer
		• Report RAP progress to all staff and senior leaders quarterly.	Mar, June, Sept, Dec, 2021, 2022	Chief Governance and Quality Officer
		• Publicly report our RAP achievements, challenges and learnings, annually.	Feb 2022 Feb 2023	Inclusivity Project Officer
		• Investigate with the ICT department how to dedicate a specific place for our RAP on the intranet.	Feb 2021	Inclusivity Project Officer
4	Continue our reconciliation journey by developing our next RAP.	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	Inclusivity Project Officer
		• Register via Reconciliation Australia's website to begin developing our next RAP.	June 2022	Inclusivity Project Officer



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FURTHER INFORMATION

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