

NORTH METROPOLITAN TAFE

RECONCILIATION

ACTION PLAN

September 2021–December 2023



Acknowledgement

“North Metropolitan TAFE recognises Australian Aboriginal and Torres Strait Islander Peoples¹ unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to our society. We acknowledge the Noongar People, the traditional custodians of the lands on which our campuses are located and pay our respects to ancestors and Elders, past and present.”

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Cover artwork by Anthea Corbett

Whadjuk Wongee (Perth Talk): Our ‘Culture’ past, present and future being connected through language.

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¹ For the purpose of this document, the use of the term ‘Aboriginal’ is inclusive of Torres Strait Islander peoples.

Second Innovate RAP

Reconciliation Australia commends North Metropolitan TAFE on the formal endorsement of its second, Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

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. North Metropolitan TAFE continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types— Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that North Metropolitan TAFE will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to North Metropolitan TAFE using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on *relationships*, *respect*, and *opportunities* gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for North Metropolitan TAFE to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, North Metropolitan TAFE will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of North Metropolitan TAFE's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations North Metropolitan TAFE on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Message from North Metropolitan TAFE's Managing Director and Aboriginal Employment, Education and Training Committee Chair

North Metropolitan TAFE will be a place where Australia's First Peoples, their heritage, cultures and spirituality are valued, respected and celebrated. We are committed to closing the gap between Aboriginal and Torres Strait Islander people and other Australians by actively engaging and supporting the participation of our First Peoples in reaching their education and employment aspirations.

We have articulated our commitment through the actions outlined in our Reconciliation Action Plan (RAP) 2021–2023. The four key components to this plan are:

- Relationships
- Respect
- Opportunities
- Governance

The actions presented in our RAP have been identified to effect change- transforming lives, strengthening industry and communities. The success of the measures will be evident in closing the education and training achievement gap for our First Peoples and continuing to build a workplace environment that respects and celebrates diversity, effectively supports Aboriginal employees and integrates awareness of the importance of reconciliation.

Working alongside the Aboriginal and Torres Strait Islander community we are confident our inclusive spirit and passion for our community will see us advance toward the achievement of Reconciliation.

It therefore gives us great pleasure to invite you to view North Metropolitan TAFE's Reconciliation Action Plan.



Michelle Hoad
Managing Director



Mara West
Chair Aboriginal Employment,
Education and Training
Committee

Vision for Reconciliation

At North Metropolitan TAFE we will strive to reduce the achievement gap in education and employment outcomes of Aboriginal and Torres Strait Islander Peoples.

Guided by our approach of ‘transforming lives; strengthening industry and community’, the College is committed to providing an inclusive and embracing learning and working environment for all its stakeholders including Aboriginal and Torres Strait Islander People.

Our values

- Respect
- Integrity
- Student-centred
- Accountability
- Innovation
- Professionalism

Our business

North Metropolitan TAFE (NMTAFE) has 10 campuses across the greater north and north eastern metropolitan regions of Perth. The College offers more than 350 training products ranging from Certificate I to Advanced Diploma qualifications to skill sets and short courses, providing quality education and training choices to our customers.

In 2020 the College had 13 Aboriginal and Torres Strait Islander staff members amongst the 1,119 FTE workforce.

Through our Aboriginal Student Support team, the College provides academic and pastoral support to Aboriginal and Torres Strait Islander individuals undertaking their training journey at NMTAFE.

Via our Koolark Centre (Perth campus) and Yellagonga Meeting Place (Joondalup campus) our Aboriginal and Torres Strait Islander students and local community members can meet in a culturally safe and welcoming environment on campus.

Through our four (4) Jobs and Skills Centres, we provide culturally appropriate and sensitive career and training advice, resume writing assistance, job search and application guidance to all Aboriginal and Torres Strait Islander peoples.

Engaging with industry and employers, our Aboriginal Services Client Engagement Officers, provide advice on Aboriginal and Torres Strait Islander recruitment and retention strategies, workforce development opportunities for Aboriginal staff and understanding of the Aboriginal Procurement Policy and the Western Australian Industry Participation Strategy.

Our priorities

At NMTAFE our mission is to nurture participation, to improve employability, to contribute to productivity and to support the aspirations of our learners, industry and the community. All of our activity makes a difference to individuals and businesses and contributes to the economic development of WA.

Working with industry and employers, we use our knowledge and understanding of changing business models and contemporary training techniques to provide solutions to meet the current and future skill requirements of individuals, enterprise and the community.

Supporting the WA Government’s WA Recovery Plan; the State Training Plan and Diversify WA, NMTAFE aligns its training delivery to address skill shortages by providing future skills for future jobs. Our priority is to increase workforce capacity for the State, with a focus on the areas of aged care and disability in response to National Disability Insurance Scheme (NDIS); cyber security; rail and civil infrastructure to support the METRONET project; STEM related qualifications and skill sets; the tourism industry; and supporting the mining and resources sector.

Our Reconciliation Action Plan

NMTAFE's Reconciliation Action Plan (RAP) enhances our existing Aboriginal Employment Strategy and annual Aboriginal Training Plan which reflect our commitment to provide every Aboriginal student with a quality training program delivered with cultural integrity and professional commitment - providing pathways into further education and/or employment opportunities.

NMTAFE's RAP 2021–2023 is championed by the College's Managing Director and the Chair of the Aboriginal Employment, Education and Training Committee. The 13 member Reconciliation Action Plan Working Group is chaired by the General Manager of Organisational Services and is made up of Aboriginal and non-Aboriginal staff from across all academic and support areas of the College.

RAP Working Group

- General Manager - Organisational Services (Chair)
- General Manager - Training Services
- Executive Director - Health, Nursing, Communities & Commerce
- Director - Strategy, Marketing & Performance
- Director - Community Pathways
- Director - Residential Construction and Trades
- Director - Adult Migrant English Program
- Manager - Aboriginal Student Support
- Senior Client Engagement Officer - Aboriginal Services
- Human Resource Business Partner
- Lecturer - Children Services
- Lecturer - Library & Information Services
- Lecturer - Science

The 2021–2023 Reconciliation Action Plan was developed through a 4-stage approach:

Stage 1 – Engagement and support from the Managing Director, Governing Council, college Executive and NMTAFE's senior leadership group.

Stage 2 – Consultation with the community and staff to identify key initiatives/deliverables.

Stage 3 – Consideration of inputs and development of a draft RAP for further consultation with stakeholders.

Stage 4 – Endorsement by NMTAFE's RAP Working Group, AEETC, Corporate Executive and Governing Council.

North Metropolitan TAFE's Aboriginal Employment, Education and Training Committee (AEETC) has an advisory role for both the College as a whole and for the RAP Working Group. It is chaired by Mara West, who is also a member of North Metropolitan TAFE's Governing Council ensuring the views of Aboriginal and Torres Strait Islander peoples are understood and considered at NMTAFE's highest governance level.

The process included face to face meetings to listen to the views of Aboriginal Elders and other Community representatives.

Additionally, extensive consultation was undertaken with professional support, management and academic staff across NMTAFE. The feedback and advice was incorporated into the RAP for discussion and consideration by the RAP Working Group. The RAP working group membership is comprised of staff representatives from the three training directorates, Organisational Services, Corporate Services and Koolark Centre.

Since launching the inaugural RAP, the College has promoted reconciliation action throughout its campuses and continues to engage with Aboriginal people, staff and stakeholders to empower Aboriginal people.

Key learnings from our previous RAP include:

- The ongoing need for cultural awareness learning to be implemented throughout the College;
- Developing a strategy to increase the number of Aboriginal and Torres Strait Islander lecturers at the College;
- Identification of areas that require continued focus and action from the previous RAP.



Relationships

NMTAFE acknowledges the importance of developing strategies to improve the outcomes for our Aboriginal and Torres Strait Islander students, staff and communities. We are committed to working in partnership with individual Aboriginal and Torres Strait Islander people and communities to understand their needs and aspirations. We will work with employers, industry and community stakeholders to address these needs and create effective pathways from training to employment for our Aboriginal and Torres Strait Islander students. NMTAFE is committed to building an organisation culture which values and respects the diversity of its staff and ensures that processes are in place to support effective workplace relationships.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal stakeholders and organisations.	Increase Aboriginal (external) representation on Advisory Boards and Industry Councils.	July 2022	Managing Director
	Develop and implement an engagement plan to work with our Aboriginal stakeholders to foster education and employment outcomes.	April 2022, 2023	Director - Strategy, Marketing & Performance
	Undertake research on Aboriginal businesses to identify opportunities for collaboration on new training delivery/program development.	June 2022, 2023	Director - Strategy, Marketing & Performance
	Build and maintain relationships with local Elders and other representatives from Communities to support positive outcomes and the achievement of RAP deliverables.	June 2022, 2023	Manager - Koolark
	Maintain consultation with the AEETC and Koolark Centre to develop guiding principles for future engagement.	June 2022, 2023	Director - Strategy, Marketing & Performance
	Meet with Aboriginal communities/organisations/businesses to identify skills needs and training opportunities to close the achievement gap for Aboriginal and Torres Strait Islander People.	June 2022, 2023	Director - Strategy, Marketing & Performance

Action	Deliverable	Timeline	Responsibility
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	February 2022, February 2023	Manager - Marketing & Communications
	RAP Working Group members to participate in at least one external NRW event.	May 2022, 2023	RAP Working Group Chair
	Senior leaders to attend and support all staff to participate in at least one external event to recognise and celebrate NRW.	May 2022, 2023	Managing Director
	Collaborate with Joondalup Learning Precinct organisations to promote NRW events for staff to attend.	April 2022, 2023	RAP Working Group Chair
	Register all our NRW events on Reconciliation Australia's NRW website .	April 2022, 2023	Manager - Koolark
	Organise at least one NRW event each year.	May 2022, 2023	Director - Strategy, Marketing & Performance
	Portfolio staff to encourage and support NMTAFE students to participate at NRW events and activities.	May 2022,2023	Executive Directors
3. Promote reconciliation through our sphere of influence and raise internal and external awareness of our RAP to promote reconciliation across our business and our sector.	Communicate to College Directors to encourage their individual teams to implement strategies to engage staff in reconciliation activities such as face to face discussion, standing item on team meetings.	February 2022,2023	RAP Working Group Chair
	Communicate our commitment to reconciliation publicly.	May 2022,2023	Manager - Marketing & Communications
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	July 2022,2023	Directors
	Organise peer-to-peer industry meetings with other like-minded organisations, including those who have a RAP to share ideas and lessons learned.	June 2023	RAP Working Group Chair
	Launch and register NMTAFE RAP on the Reconciliation Australia and NMTAFE websites.	November 2023	Manager - Koolark
	Include RAP actions in Corporate Plan, Business Line Plans, and Governance Reporting.	November 2022	Director - Human Resources
	Include RAP awareness in our staff and student induction programs and all cultural awareness training. Include references to Reconciliation Australia's National Reconciliation Week website resources.	September 2021,2022,2023	Director - Human Resources
	Develop and implement a strategy to communicate our RAP to all internal and external stakeholders.	November 2021	Manager - Koolark
4. Promote positive race relations through anti-discrimination strategies.	Engage with Aboriginal staff and/or Aboriginal advisors to review current Equity and Diversity Policy to ensure anti-discrimination is addressed/covered.	June 2022	Director - Human Resources
	Communicate Equity and Diversity policy to all staff.	November 2022	Director - Human Resources
	Maintain review process of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	November 2022	Director - Human Resources
	Educate all staff on the effects of racism.	July 2022,2023	Director - Human Resources



Respect

Through developing a greater understanding of how our different pasts and cultures are part of our shared history, our current relationship and shared future, we can build meaningful, respectful and mutual relationships with Aboriginal and Torres Strait Islander peoples and communities. This wisdom and connection will allow us to encourage and support Aboriginal and Torres Strait Islander peoples participation in training, successfully complete courses and achieve individual goals. As our staff provide training and assessment, administration and support services to Aboriginal peoples, it is essential that they understand and respect the strengths of First Australian cultures and can effectively support Aboriginal and Torres Strait Islander students.

Action	Deliverable	Timeline	Responsibility
1. Increase understanding, value and recognition of Aboriginal cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning within our organisation.	December 2021	Director - Human Resources
	Work with local Whadjuk Noongar Elders and/or Aboriginal consultants to review and further develop our cultural awareness training (Culture Matters).	December 2021	Manager - Koolark
	Provide opportunities for all staff including RAP Working Group members, HR managers and other key leader to participate in formal and structured cultural learning.	June 2022,2023	Directors
	Review, maintain and communicate a Workforce Strategy which encompasses the Cultural Matters program.	December 2021,2022,2023	Director - Human Resources
	NMTAFE's staff induction process to include mandatory awareness and understanding of Aboriginal cultures, histories and achievements (Culture Matters) and NMTAFE's Reconciliation Action Plan.	December 2021	Director - Human Resources

Action	Deliverable	Timeline	Responsibility
2. Demonstrate respect to Aboriginal peoples by observing cultural protocols.	Develop a cultural protocol document to increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	September 2021	Manager - Koolark
	Ensure Acknowledgement of Country plaques to be placed in major meeting rooms across the College with significant stories for the area of which the Campuses are located.	December 2021	RAP Working Group Chair
	Invite Noongar Whadjuk Elders to deliver Welcome to Country as required at all major NMTAFE events or other appropriate cultural protocol at significant events each year.	December 2021, 2022	Manager - Marketing & Communications
	Review of Acknowledgement of Country or other appropriate protocols at the commencement of important meetings and at Semester orientation.	December 2021, 2022	Director - Strategy, Marketing & Performance
	Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2022,2023	Manager - Koolark
	Produce and distribute a wallet sized Acknowledgement to Country card for staff reference.	September 2021	Manager - Marketing & Communications
3. Build respect for Aboriginal cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	June 2022,2023	RAP Working Group Chair
	Ensure that through the newly implemented 5 Cultural Leave Days, encourage Aboriginal staff to participate in NAIDOC Week events.	May 2022, 2023	Directors
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	December 2021,2022,2023	Director- Human Resources
	Promote and encourage participation in external NAIDOC Week events to all staff across the college.	July 2022,2023	Managing Director
	MD and Senior Leaders to participate in at least one activity during NAIDOC Week.	July 2022,2023	Managing Director
4. Strengthen the cultural safety of our organisation.	Expand NMTAFE's image library so that Aboriginal people are represented on our website and in our promotional material.	December 2023	Manager - Marketing & Communications
	Review the promotion of significant Aboriginal dates on all NMTAFE's social media and website.	December 2021, 2022	Manager - Marketing & Communications
	Collect, display, document and lend artwork of Aboriginal artists.	December 2023	Executive Director - Creative Industries
	Display Aboriginal artwork in suitable locations across the campuses.	June 2022	Executive Director - Creative Industries
	Develop marketing collateral (clothing, stationary, etc.) utilising the College's RAP artwork for the current period.	June 2022	Manager - Marketing & Communications



Opportunities

NMTAFE will develop new and effective partnerships, programs, technologies and approaches to ensure we support and empower Aboriginal and Torres Strait Islander peoples to achieve individual and collective aspirations. We are committed to a respectful partnership whereby First Australians and non-Aboriginal Australians tackle disadvantage together. Through a comprehensive Aboriginal and Torres Strait Islander Employment Strategy, we ensure Aboriginal and Torres Strait Islander staff have opportunities to be supported in their current roles and assisted to develop their careers.

Action	Deliverable	Timeline	Responsibility
1. Increase engagement with Aboriginal businesses to provide skills for business success and employment opportunities for Aboriginal students.	Develop and deliver customised training programs to support Aboriginal businesses seeking to access contracts as outlined in the WA Government's Aboriginal Procurement Policy.	June 2022	Director - Strategy, Marketing & Performance
	Collaborate with Aboriginal businesses and organisations on industry projects, employment based training and graduate employment opportunities.	December 2021, 2022, 2023	Director - Strategy, Marketing & Performance
2. Increase Aboriginal supplier diversity to support improved economic and social outcomes.	Work towards achieving 3% of all contracts for goods, services, community services and works (over \$50,000) being awarded to registered Aboriginal businesses.	December 2023	Director - Finance
	Review provision of Common User Agreement details of Aboriginal companies to staff.	December 2021, 2022, 2023	Director - Finance
	Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal businesses.	September 2021	Director - Finance
	Increase staff awareness of the Aboriginal Business Directory of WA as a source of information on relevant locally based Aboriginal businesses.	December 2021, 2022, 2023	Director - Finance
	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	June 2022	Director - Finance

Action	Deliverable	Timeline	Responsibility
3. Promote NMTAFE as preferred Training Provider for Aboriginal and Torres Strait Islander students and Communities and increase training opportunities for Aboriginal People.	Update NMTAFE's social media platforms to display Aboriginal good news stories, events, etc.	December 2021, 2022, 2023	Manager - Marketing & Communications
	Review content and improve accessibility of the College website for Aboriginal and Torres Strait Islander Peoples ensuring cultural sensitivity, inclusivity and ease of access.	December 2021	Manager - Marketing & Communications
	Develop a Koolark Aboriginal student Alumni video.	December 2021	Manager - Koolark
	Develop communication strategies to improve awareness of College support services for Aboriginal and Torres Strait Islander students.	June 2022	Manager - Marketing & Communications
	Explore the opportunity for industry/community funded scholarships for Aboriginal and Torres Strait Islander students.	June 2022	Directors
	Develop strategies to increase identification of Aboriginality by students.	December 2021	Director - Client Services
4. Support Aboriginal and Torres Strait Islander students to undertake and successfully complete training with NMTAFE.	Contextualise existing language, literacy and numeracy programs and training pathways to prepare Aboriginal and Torres Strait Islander students for employment.	December 2021	Portfolio Directors
	Review current enrolment process to identify and remediate any barriers for Aboriginal and/or Torres Strait Islander students to enrol into qualifications across all portfolios.	November 2021	Director - Client Services
5. Improve and increase Aboriginal and Torres Strait Islander employment outcomes at NMTAFE.	Annually review the College's Aboriginal Employment Strategy (AES) to ensure it meets College needs.	April 2022,2023	Director - Human Resources
	All advertised vacancies will include the statement 'Aboriginal people are encouraged to apply for this position'.	December 2021, 2022, 2023	Director - Human Resources
	Review annually the College's recruitment policies and practices to ensure they are culturally inclusive and align with current Government policy.	June 2022,2023	Director - Human Resources
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2023	Director – Human Resources
	Work toward achieving the proportional goal of 3.7% of NMTAFE's workforce represented by Aboriginal and Torres Strait Islander staff.	December 2023	Director - Human Resources
	Engage with Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development programs.	June 2022	Director - Human Resources
6. Identify, develop and support Aboriginal and Torres Strait Islander leaders in the WA Public Service.	Develop a mentoring model with Aboriginal and Torres Strait Islander leaders (external and internal) to act as role models and mentors for Aboriginal and Torres Strait Islander employees.	December 2022	Director - Human Resources
	Commit to one Public Sector Commission Aboriginal traineeship and two NMTAFE Aboriginal school-based traineeships per year.	December 2021, 2022, 2023	Director- Human Resources
	Support Aboriginal and Torres Strait Islander employees to participate in internal and external committees. For example, Public Sector Commission working groups and NMTAFE's Academic Board.	December 2021, 2022, 2023	Directors



Governance

NMTAFE will provide strategic and operational resources to ensure our RAP is delivered in accordance with our internal corporate governance standards and practices.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal representation on the RWG.	December 2021,2022,2023	RAP Working Group Chair
	RWG to oversee the development, endorsement, and launch of the RAP.	July 2021	RAP Working Group Chair
	Establish and apply a Terms of Reference for the RWG.	June 2023	RAP Working Group Chair
	RWG to meet at least four times per year to drive and monitor RAP implementation and report the RAP progress to AEETC & Executive.	March 2022,2023 June 2022,2023 September 2021,2022,2023 December 2021,2022,2023	RAP Working Group Chair
2. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	December 2021	General Manager
	Engage our senior leaders and other staff in the delivery of RAP commitments.	June 2021, 2022, 2023	Managing Director
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	December 2021	RAP Working Group Chair
	Appoint and maintain an internal RAP Champion from senior management.	December 2023	Managing Director
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.	September 2021,2022,2023	Manager - Koolark
	Report RAP progress to all staff and senior leaders biannually.	June and November 2022,2023	RAP Working Group Chair
	Publically report our RAP achievements, challenges and learnings, annually.	March 2022, 2023	RAP Working Group Chair
	RWG to provide annual report to Aboriginal Community.	December 2021,22,23	RAP Working Group Chair
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	RAP Working Group Chair
4. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	May 2023	Manager - Koolark

Acronyms

AEETC Aboriginal Employment, Education and Training Committee

AES Aboriginal employment strategy 2017–2022

NAIDOC National Aborigines and Islanders Day Observance Committee

NRW National Reconciliation Week

RAP Reconciliation Action Plan

RWG RAP Working Group

Statement of Recognition

Reconciliation Australia is the national organisation promoting reconciliation between Aboriginal and Torres Strait Islander peoples and the broader Australian community.

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