



North Metropolitan TAFE

Reconciliation Action Plan

January 2025–December 2026

Acknowledgment of Country

North Metropolitan TAFE acknowledges and pays respects to the Whadjuk people of the Noongar Nation, the traditional custodians of the lands on which our campuses are located. We stand on the ancient foundations of a culture rich in wisdom, knowledge, and connection to the land and water that has sustained generations for millennia.

We acknowledge Elders both past and present, and value the contribution of Aboriginal and Torres Strait Islander peoples within our organisation. In the spirit of reconciliation and with a shared commitment to education, we honour the legacy of the past and the promise of a future, where the stories, wisdom, and knowledge of over 60,000 years continues to enrich our collective learning experience.

We support the Uluru Statement from the Heart and we embrace its invitation to walk alongside Aboriginal peoples, united in an educational journey towards a better future for all Australians.

Bidee by Brody Campbell

The artwork Bidee (path) depicts personal journeys and the broader landscape, and imitates how NMTAFE influences both.

Bidee is a combination of new and traditional art. The photograph of Noongar Boodjar is overlaid with digital yet traditional style of design. The artwork has vibrant colours that symbolise NMTAFE's energy, knowledge, creativity, and growth.

The yarning circles represent NMTAFE's campuses, each unique yet united by a shared purpose.

Travel lines, like life's journeys, crisscross to show the diverse directions, guiding individuals to new horizons.

Bidee is a tribute that captures NMTAFE's impact. It tells stories of exploration, embraces various paths, and highlights the blend of nature, training, growth, and creativity. It encourages everyone to learn, grow, and journey together.



Brody Campbell is a Wardandi/Wudjari Noongar artist. His journey as an artist began when he was a kid, loving to draw and paint, guided by passion for nature and wildlife and traditions passed down through generations.



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Second Innovate RAP

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

Strengthening 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 North Metro TAFE 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, North Metro TAFE 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. North Metro TAFE 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 North Metro TAFE'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 North Metro TAFE on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Kaya

A message from North Metropolitan TAFE’s Managing Director and Aboriginal Employment, Education and Training Committee Chair.

In our second Innovate Reconciliation Action Plan (RAP), North Metropolitan TAFE is poised to build upon the solid foundation laid in recent years, continuing to partner with local Aboriginal and Torres Strait Islander communities. Together, we will co-design transformative training programs that create opportunities for employment and economic prosperity.

We are dedicated to forging strong relationships with Aboriginal and Torres Strait Islander stakeholders, promoting inclusivity and cultural recognition. Our unwavering commitment to bridging the gap between Aboriginal peoples and other Australians is demonstrated through our active engagement and support for Aboriginal participation in achieving their educational and employment aspirations.

As the largest publicly funded vocational education and training provider in Western Australia, North Metropolitan TAFE is uniquely positioned to offer diverse and sustainable training and employment opportunities for all Aboriginal and Torres Strait Islander peoples.

Through the NMTAFE RAP Implementation Plan, our Innovate RAP will ensure our daily operations foster an environment that honours and acknowledges the past while striving to improve the future. This plan aligns our Innovate RAP objectives with the daily tasks and responsibilities of our staff, fostering a workplace that respects and celebrates diversity, supports Aboriginal employees, and emphasises the importance of reconciliation.

We are proud to present the 2026 North Metropolitan TAFE Reconciliation Action Plan to you, and we are excited about the positive impacts it will create for our community.



Michelle Hoad
Managing Director



Kieran Ryan
AEETC Chair

Image (top): NMTAFE Perth campus

A man wearing a wide-brimmed hat, sunglasses, and a vibrant, multi-colored patterned shirt stands outdoors on a grassy area. He is holding a stack of white papers. In the foreground, a black metal fire pit contains a fire burning brightly. The background shows a building with a white balcony and some greenery.

Our Vision for Reconciliation

At North Metropolitan TAFE our vision for reconciliation aims to bridge the divide in educational and employment opportunities for Aboriginal and Torres Strait Islander Peoples. Guided by our unwavering commitment to ‘transforming lives; strengthening industry and community’, we forge ahead, resolute in our dedication to fostering an inclusive and nurturing learning and working environment for every stakeholder, especially our Aboriginal and Torres Strait Islander brothers and sisters.

Our journey towards reconciliation is a testament to our growth. With each step forward, we deepen our understanding of the challenges faced by Aboriginal and Torres Strait Islander communities in accessing vocational education and training. This awareness fuels our drive to refine our practices, ensuring they embrace diversity and uphold cultural safety.

While we celebrate our previous achievements, we eagerly anticipate the road ahead. Our journey of reconciliation is perpetual, an ongoing commitment to evolve both individually and collectively as a college. As we set our sights on the future, we aim to progress to the next stage of reconciliation via a Stretch RAP.

Image: Trevor Martin, Enhanced Aboriginal Engagement Officer and Mentor.



Our Business

North Metropolitan TAFE (NMTAFE) boasts a robust presence with 9 campuses spanning across the greater north and eastern metropolitan regions of Perth. Our institution offers an extensive array of over 350 training products, ranging from Certificate I to Advanced Diploma qualifications, as well as skill sets and short courses.

In 2023, the College celebrated the inclusion of 27 Aboriginal and Torres Strait Islander staff members within our 1,652 FTE workforce. At NMTAFE, we are committed to providing comprehensive support to Aboriginal and Torres Strait Islander individuals embarking on their training journey. Through our dedicated Aboriginal Student Support team, we offer both academic and pastoral assistance, ensuring a nurturing environment for all learners.

Moreover, our commitment to fostering a culturally inclusive campus is evident through initiatives like the Koolark Centre at the Perth campus and the Yellagonga Meeting Place at the Joondalup Kendrew campus. These spaces serve as welcoming hubs where Aboriginal and Torres Strait Islander students and community members can convene comfortably.

At NMTAFE, our dedication extends beyond the campus borders. Through the culturally sensitive out reach services of our Jobs and Skills Centre staff, we provide tailored career and training guidance, resume writing support, job search assistance, and application guidance throughout the local community.

In collaboration with industry and employers, our Aboriginal Services Career Guidance Officers offer invaluable insights into Aboriginal and Torres Strait Islander recruitment and retention strategies. Additionally, we facilitate workforce development opportunities for Aboriginal staff and promote understanding of key policies such as the Aboriginal Procurement Policy and the Western Australian Industry Participation Strategy.

Image (top): Leederville campus.

Images (below): Koomba Birdal Big Spark - Hairdressing and Automotive.



Our Priorities

As the largest provider of vocational education and training in Western Australia, NMTAFE plays a pivotal role in the development of workforce and community capability. In collaboration with the Department of Training and Workforce Development, the State Training Board and regional and metropolitan TAFE colleges, NMTAFE forms part of a network that collectively lifts the capacity of the State to achieve economic and social impact.

Informed by industry needs, our training:

- Delivers a pipeline of new workers to industry.
- Upskills existing workers in new and emerging technologies.
- Builds capability and diversity in local economic supply chains and in the community.
- Powers the scaling up and adoption of innovation.

Increasing participation by under-represented groups in our workforce is an important driving force for NMTAFE. Our commitment to reconciliation focusses us strongly on walking together with Aboriginal and Torres Islander communities and businesses in the design and implementation of our products and services.

NMTAFE is a vibrant hub of cultural diversity, celebrating the aspirations of all our students in advancing their educational and employment outcomes.

Ensuring that we are providing individuals with the critical skills for jobs of the future, NMTAFE is recognised as a leader in delivering training excellence in the following areas:

- Health
- Cyber security
- Rail and civil infrastructure
- Creative industries and tourism
- Natural resources and autonomous operations
- Clean energy

Image: Koomba Birdal Big Spark – Rail Maintenance.



Our Reconciliation Action Plan

NMTAFE's Reconciliation Action Plan (RAP) elevates our current Aboriginal Employment Strategy and annual Aboriginal Training Plan, showcasing our steadfast dedication to offering top-notch training programs infused with cultural authenticity and unwavering professionalism. Our aim is clear: to ensure each Aboriginal and Torres Strait Islander student receives not just education, but a transformative journey opening doors to advanced learning and fulfilling career prospects.

Our RAP is championed by the College's Managing Director and the Chair of the Aboriginal Employment, Education and Training Committee.

The RAP working group is comprised of staff from across the three divisions of Training Services, Organisational Services and Corporate Services. It 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
- General Manager, Corporate Services
- Executive Director, Training Operations & Business Improvement
- Director – Strategy, Governance & Integrity
- Director – Information Technology
- Director – Client Services
- Director – Student Support Services
- Portfolio Director
- Manager – Aboriginal Student Support
- Lecturer
- Sustainability Coordinator
- Senior People, Culture & Safety Development Officer
- Industry & Aboriginal Engagement Officer

The 2025 – 2026 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) provides an advisory role for the College and the RAP Working Group. It is chaired by Kieran Ryan, 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 representative including extensive consultation with professional support, management, and academic staff across NMTAFE. The feedback and advice were incorporated into the RAP for discussion by the RAP Working Group.

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

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.

Image: Aboriginal student studying Diploma of Enrolled Nursing student at Mount Lawley campus.





Relationships

NMTAFE recognises the significance of crafting innovative strategies to uplift the achievements of Aboriginal and Torres Strait Islander students, staff, and communities. Our dedication is unwavering as we pledge to collaborate closely with each individual and community, seeking to grasp their aspirations and cater to their unique needs. Through forging strong and positive relationships with employers, industry leaders, and community stakeholders, we can work collaboratively with the aim of bridging the gap and creating seamless pathways from education to promising careers for the Aboriginal and Torres Strait Islander students at North Metropolitan TAFE.





At NMTAFE, our commitment extends to fostering a vibrant organisational culture that appreciates diversity within our staff. We are steadfast in our resolve to establish robust frameworks that bolster harmonious workplace relationships, ensuring that every member feels valued and supported on their journey towards excellence.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal stakeholders and organisations.	1. Review and implement engagement plan to work with local Aboriginal and Torres Strait Islander stakeholders.	August 2025, 2026	Director – Student Support Services
	2. Meet with Elders through peak body representatives to gain an understanding of the needs of the local Aboriginal and Torres Strait Islander community and support positive outcomes via NMTAFE initiatives.	October 2025, 2026	Director – Student Support Services
	3. Regularly consult the Aboriginal Employment, Education Training (AEETC) to ensure NMTAFE is achieving positive outcomes.	August 2025, 2026	General Manager – Organisational Services
2. Build relationships through celebrating National Reconciliation Week (NRW).	1. Organise and celebrate NRW across the whole week throughout the college, with an internal cultural event that can be enjoyed by students and staff.	May 2025, 2026	Director – Student Support Services
	2. Register all our NRW events on Reconciliation Australia's website.	May 2025, 2026	Manager – Koolark
	3. Circulate Reconciliation Australia's NRW resources and materials to NMTAFE staff.	May 2025, 2026	RAP Working Group Chair
	4. RAP Working Group to participate in at least one external NRW event.	27 May – 3 August 2025, 2026	RAP Working Group Chair
	5. NMTAFE's senior leadership team to attend and support staff to attend at least one external event to recognise and celebrate NRW.	27 May – 3 August 2025, 2026	RAP Working Group Chair
	6. NMTAFE's staff to encourage students to participate and attend NRW events.	27 May – 3 August 2025, 2026	Executive Director – Training Operations and Business Improvement

Image (top): Enhanced Aboriginal Engagement Team, Yellagonga Meeting Place, Joondalup (Kendrew) campus.

Action	Deliverable	Timeline	Responsibility
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.	1. Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	August 2025	Director – Strategy, Governance & Integrity
	2. Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	December 2025, 2026	General Manager – Organisational Services
	3. Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	December 2025, 2026	General Manager – Organisational Services
	4. Communicate our commitment to reconciliation publicly.	January 2025	Manager – Marketing and Communications
	5. Provide access to Narragunnawali Reconciliation Australia resources to all staff.	August 2025	Aboriginal and Torres Strait Islander Learning Support Advisor
4. Promote positive race relations through antidiscrimination strategies.	1. Educate senior leaders on the effects of racism.	August 2025	Director – People Culture and Safety
	2. Develop, implement, and communicate an anti-discrimination policy for our organisation.	August 2025	Director – People Culture and Safety
	3. Review People, Culture and Safety policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2025, 2026	Director – People Culture and Safety
	4. Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	December 2025, 2026	Director – People Culture and Safety

Images (below): Celebrating 2024 NAIDOC week at Joondalup (Kendrew) campus.



Image: Arthur Collard's 'The Calling' artwork is displayed at Midland Jobs and Skills Centre.

Respect



By delving deeper into the tapestry of our diverse pasts and cultures, recognising them as integral parts of our collective history, present dynamics, and interconnected future, we pave the way for nurturing profound, respectful, and reciprocal relationships with Aboriginal and Torres Strait Islander peoples and communities. This understanding and bond serve as the cornerstone for empowering and championing the participation of Aboriginal and Torres Strait Islander peoples in educational endeavours, enabling individuals to successfully embark on training journeys.





To further strengthen staff understanding of Aboriginal and Torres Strait Islander cultures and heritage, the College will develop two additional modules for inclusion in its internal Cultural Matters program that is included as part of the induction process for all new staff. Armed with this knowledge staff can provide the necessary support and guidance to ensure the holistic development and achievement of Aboriginal and Torres Strait Islander students.

In delivering our array of services, the College engage local Elders to deliver Welcome to Country addresses where appropriate and have educated senior leaders about Acknowledgement of Country protocols.

Action	Deliverable	Timeline	Responsibility
1. Increase understanding, value and recognition of Aboriginal cultures, histories, knowledge and rights through cultural learning.	1. Host biannual “Lunch and Learn” sessions that are attended by staff and students with a focus on local cultural history and yarning.	May, September 2025 & 2026	RAP Working Group Chair Director – Student Support Services
	2. Bring awareness to National Close the Gap Day, National Sorry Day, and other culturally significant dates through various NMTAFE media channels.	March and May 2025, 2026	Manager – Marketing & Communications Director – Student Support Services
	3. Consult with local community to understand cultural context of each campus location – including significant themes and Noongar place names – that can be celebrated through various mediums.	December 2025	Manager – Koolark
	4. Conduct a review of cultural learning needs within our organisation.	December 2025	Director – People, Culture & Safety
	5. Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	December 2025	Director – Student Support Services
	6. Develop, implement, and communicate a cultural learning strategy document for our staff.	December 2026	Director – People, Culture, & Safety
	7. Provide opportunities for RAP Working Group members, People, Culture and Safety managers and other key leadership staff to participate in formal and structured cultural learning.	December 2026	General Manager – Organisational Services

Image (top): Winners of the Ngalla Maya Art Competition with honorary guests.

From left to right: Michelle Hoad (MD), David Jones (Artist), Arthur Collard (Artist), Emily Rose (Artist), Mara West (Governing Council, Chair) and Hon. Pierre Yang MLC

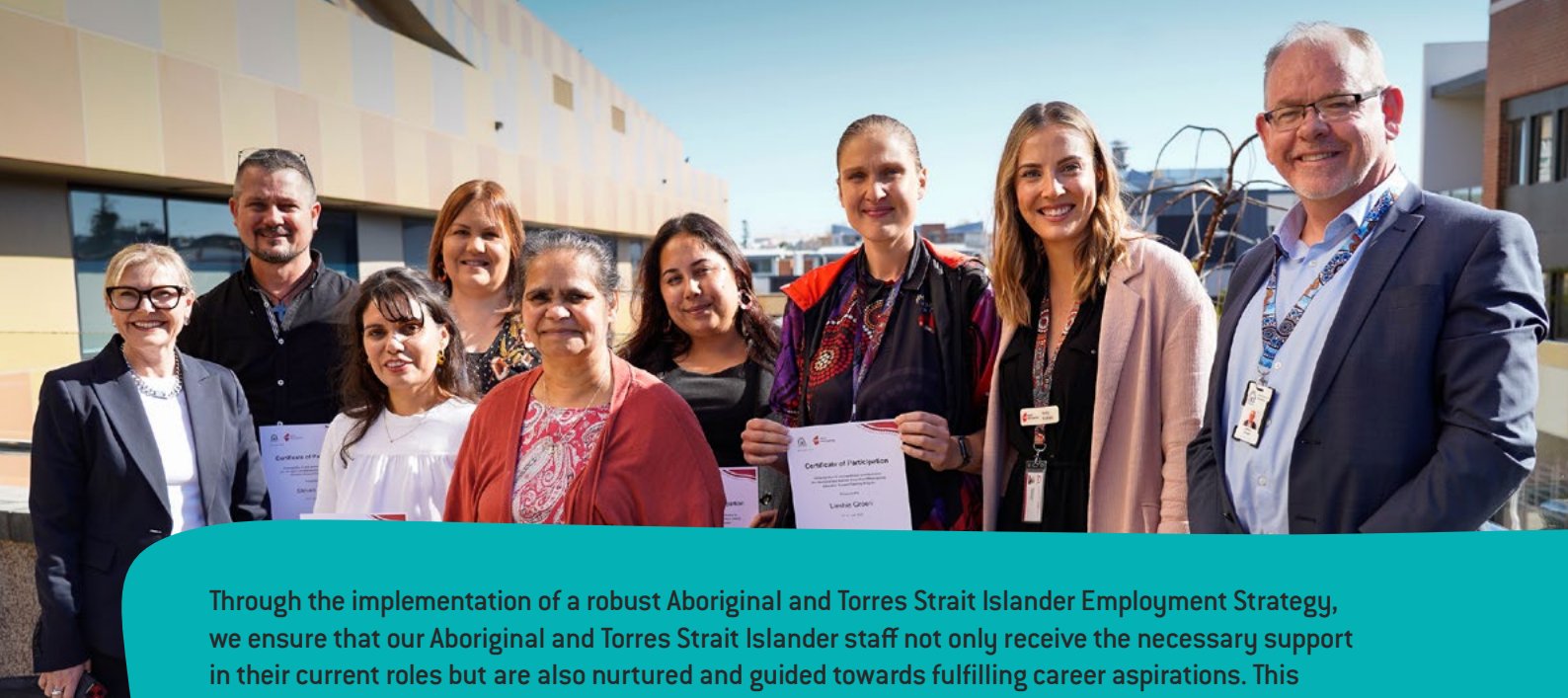
Action	Deliverable	Timeline	Responsibility
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	1. Develop, implement, and communicate a cultural protocol document in consultation with local community, to support NMTAFE engaging with Aboriginal and Torres Strait Islander communities.	August 2025	Manager – Koolark
	2. Increase staff and students understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2025, 2026	Aboriginal and Torres Strait Islander Learning Support Advisor
	3. In consultation with local Aboriginal and Torres Strait Islander communities, NMTAFE will create an Aboriginal and Torres Strait Islander Cultural Intellectual Property Guidelines and Protocols to support NMTAFE staff.	December 2026	Director – Students Support Services Director – Academic Support
	4. Continue building relationships and working with local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	December 2026	Manager – Aboriginal Student Support
	5. Continue to ensure staff include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	December 2026	Managing Director
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	1. Celebrate NAIDOC Week across the whole week, across the college with an internal cultural event that can be enjoyed by students and staff.	July 2025, 2026	RAP Working Group
	2. Senior leadership and RAP Working Group to participate in at least one external NAIDOC Week event.	July 2025, 2026	RAP Working Group Chair
	3. Senior leadership team to attend and encourage all staff to attend at least one external event to recognise and celebrate NAIDOC Week.	July 2025, 2026	RAP Working Group Chair
	4. Staff to encourage students to participate and attend NAIDOC events.	July 2025, 2026	Executive Director – Training Operations and Business Improvement
	5. Promote local NAIDOC events to staff and students.	July 2025, 2026	Manager – Marketing & Communications
4. Strengthen the cultural safety of our organisation through knowledge and physical environments.	1. Include mandatory online Cultural Awareness Training in the new staff induction process.	December 2026	Director – People Culture and Safety
	2. Provide cultural awareness training and support to NMTAFE staff to foster a culturally safe work and learning environment.	December 2026	Director – People Culture and Safety
	3. Collaborate with local cultural knowledge holders to develop and implement component's two and three of Cultural Matters programme.	December 2025	Manager – Koolark
	4. Promote staff and student inclusion and diversity through an increased representation of Aboriginal and Torres Strait Islander peoples in the College's marketing, promotional and learning material.	December 2025	Manager – Marketing & Communications
	5. Review Wellbeing Framework to include Aboriginal and Torres Strait Islander Mental Health training.	December 2025	Director – Student Support Services
	6. Provide culturally safe places on each campus for Aboriginal Torres Strait Islander staff, students, and communities to utilise.	December 2025	Director – Facilities

Opportunities



NMTAFE is poised to deliver innovative partnerships, programs, technologies, and methodologies, all designed to uplift and embolden Aboriginal and Torres Strait Islander peoples, enabling individuals to realise both personal and communal aspirations. Our pledge is one of unwavering commitment to a collaborative and respectful alliance, where First Australians and non-Indigenous Australians join forces to confront adversity hand in hand.





Through the implementation of a robust Aboriginal and Torres Strait Islander Employment Strategy, we ensure that our Aboriginal and Torres Strait Islander staff not only receive the necessary support in their current roles but are also nurtured and guided towards fulfilling career aspirations. This dedication underscores our firm belief in fostering an inclusive environment where every individual is empowered to thrive and excel.

Action	Deliverable	Timeline	Responsibility
1. Increase engagement with Aboriginal and Torres Strait Islander businesses to provide skills for business success and employment opportunities for Aboriginal and Torres Strait Islander students.	1. Strengthen relationships with Aboriginal and Torres Strait Islander businesses to identify how NMTAFE can provide training to support their growth.	December 2025, 2026	Manager – Jobs and Skills Centre
	2. Encourage Aboriginal and Torres Strait Islander businesses to participate on college industry advisory groups.	December 2025, 2026	Executive Director – Product and Quality
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	1. Develop and maintain a commercial relationship register of Aboriginal and Torres Strait Islander businesses relevant to NMTAFE's scope of works.	July 2025, 2026	Director – Finance
	2. Ensure Aboriginal and Torres Strait Islander businesses are invited to tender for each NMTAFE contracts.	December 2026	Director – Finance
	3. Review and communicate the existing Aboriginal Procurement procedures to staff in alignment with the Aboriginal Procurement Policy set forth by the State Government.	December 2025	Director – Finance
	4. Ensure NMTAFE achieves the State Government's 4% target of contracts over \$50,000 awarded to registered Aboriginal and Torres Strait Islander Businesses in line with the Aboriginal Procurement Policy.	December 2025	Director – Finance
	5. Reinvestigate Supply Nation membership.	December 2025	Director – Finance

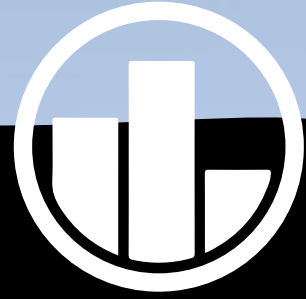
Image: Graduates of the Aboriginal and Islander Education Officer (AIEO) Education Support Training Program.

Action	Deliverable	Timeline	Responsibility
3. Promote NMTAFE as training provider of choice for Aboriginal and Torres Strait Islander students and communities and increase training opportunities for Aboriginal and Torres Strait Islander peoples.	1. Identify and include Aboriginal and Torres Strait Islander initiatives into the Communications and Marketing Plan, including the promotion of Aboriginal and Torres Strait Islander courses and student support programs.	August 2025, 2026	Manager – Marketing and Communications
	2. Promote sponsorship/partnership opportunities for Aboriginal and Torres Strait Islander programs to industry and community.	December 2025, 2026	Executive Director – Strategic Industry Partnerships
	3. Engage with third party organisations to support Aboriginal and Torres Strait Islander students in training opportunities.	December 2025, 2026	Manager – Koolark
4. Support Aboriginal and Torres Strait Islander students to successfully complete training to increase employment opportunities.	1. Investigate opportunities to develop and deliver Aboriginal and Torres Strait Islander only cohort programs across the 14 training portfolio areas per year.	July 2025, 2026	General Manager – Training Services
	2. Ensure all available resources that support Aboriginal and Torres Strait Islander enrolments are marketed and promoted through communication channels that reach communities.	December 2026	Director – Client Services
	3. Provide access to Aboriginal and Torres Strait Islander support services and resources across all campuses.	December 2025	Manager – Koolark
5. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	1. Finalise and implement the Aboriginal and Torres Strait Islander Employment Strategy.	June 2025 [Finalise] December 2026 [Implementation]	Director – People Culture and Safety
	2. Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	December 2025, 2026	Director – People Culture and Safety
	3. Review existing employee onboarding process to ensure it is culturally safe for Aboriginal and Torres Strait Islander people.	June 2025, 2026	Director – People Culture and Safety
	4. Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2025, 2026	Director – People Culture and Safety
	5. Review People, Culture and Safety and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2025, 2026	Director – People Culture and Safety
	6. Identify suitable positions within each Division, that can be filled by Aboriginal and Torres Strait Islander peoples.	December 2025, 2026	General Manager – Corporate Services
	7. Support Aboriginal and Torres Strait Islander staff with leadership and networking opportunities in the WA Public Service.	December 2025, 2026	Director – People Culture and Safety

Image: Koomba Birdal Big Spark – Automotive



Governance



Good governance is crucial in progressing reconciliation in our workplace. NMTAFE is committed to allocating strategic and operational resources to ensure the successful implementation of our Reconciliation Action Plan (RAP), in alignment with our internal corporate governance standards and practices. By embedding RAP initiatives into our governance framework, we ensure accountability, transparency, and sustainability in our reconciliation efforts.



Action	Deliverable	Timeline	Responsibility
1. Establish and maintain an effective RAP Working Group to drive governance of the RAP.	1. Meet at least four times per year to drive and monitor RAP implementation.	March, August, September, December 2025, 2026	RAP Working Group Chair
	2. Report on RAP implementation to AEETC, Corporate Executive and Governing Council .	July, December 2025, 2026	RAP Working Group Chair
	3. Maintain Aboriginal and/or Torres Strait Islander representation on RAP Working Group.	December 2026	RAP Working Group Chair
	4. Review and apply a Terms of Reference for the RWG.	June 2026	RAP Working Group Chair
2. Provide appropriate support for effective implementation of RAP commitments.	1. Engage our senior leaders and other staff in the delivery of RAP commitments.	December 2025, 2026	RAP Working Group Chair
	2. Define resource needs for RAP implementation.	February 2025, December 2026	RAP Working Group Chair
	3. Define and maintain appropriate systems to track, measure and report on RAP commitments.	December 2021	RAP Working Group Chair
	4. Maintain RAP Implementation Plan to track, measure and report on RAP commitments.	March, August, September, December 2025, 2026	RAP Working Group Chair
	5. Maintain an internal RAP Champion from senior management.	June 2026	RAP Working Group Chair

Image: NAIDOC week celebration at Midland campus





Image: East Perth campus.

Action	Deliverable	Timeline	Responsibility
3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	1. Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2025, 2026	Manager – Koolark
	2. Communicate RAP progress in a dedicated forum to all NMTAFE staff annually.	December 2025, 2026	RAP Working Group Chair
	3. Publicly report our RAP achievements, challenges, and learnings, annually.	March 2025, 2026	Director – Strategy, Governance & Integrity
	4. Senior leadership to receive RAP progress updates following each meeting and share with their individual teams to ensure engagement with the RAP.	March, August, September, December 2025, 2026	RAP Working Group Chair
	5. Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss important RAP correspondence.	January 2025, 2026	Manager – Koolark
	6. Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	January 2025, 2026	Manager – Koolark
	7. Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026	Director – Strategy, Governance & Integrity
	8. Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	December 2026	Manager – Koolark
4. Continue our Reconciliation journey by developing NMTAFE's next RAP.	1. Register via Reconciliation Australia's website to begin developing NMTAFE's next RAP.	June 2026	Manager – Koolark
	2. Ensure the development and implementation of the next RAP is resourced.	June 2026	RAP Working Group Chair



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