

# Innovate Reconciliation Action Plan

September 2022 to August 2024



# CEO message



**For well over a decade, The Australian Institute for Teaching and School Leadership (AITSL) has provided resources and tools for teachers and leaders to empower them to create better education outcomes for Australian students. Much of our work, including the Australian Professional Standards for Teachers, is embedded in the career lifecycle of the profession and is used every day in classrooms across Australia.**

AITSL has a trusted voice, and this is a responsibility we do not take lightly. It is not enough for us to make recommendations for what the education sector should do; we must “walk the talk” and lead by example. This is why the Reconciliation Action Plan (RAP) process is something we deeply care about.

In May 2021 we shared our Reflect RAP, which was our formal acknowledgement of the beginning of our journey to be actively contributing to a reconciled Australia. The past year of work has been an eye-opening learning experience for AITSL. Led by our working group, the company has explored ways to strengthen relationships in the community, conducted reviews of our internal policies and practices, and promoted reconciliation through our sphere of influence. While we are proud of our progress, we know that the work has only just begun.

This next RAP, the Innovate RAP, has bigger and bolder actions for us to undertake. There is work facing inwards, to further strengthen our internal practices; and work facing outwards, where we will do more to promote respect for the languages, histories and cultures of Aboriginal and Torres Strait Islander peoples.

This RAP looks at the plans and goals of AITSL as an organisation, but AITSL is also a workplace made up of a group of individuals all learning to do better. As lifelong learners, we know this work does not have an end date, and will continue for all of us.

I am proud to be a part of AITSL as we continue on this journey to learn, grow, and evolve.

A handwritten signature in black ink that reads "Mark Grant". The signature is written in a cursive, flowing style.

**Mark Grant**  
Chief Executive Officer

# Chair message



**I am pleased to be able to be a part of AITSL's newest Reconciliation Action Plan (RAP), the Innovate RAP.**

It's through innovation that AITSL has led significant educational reforms to support quality teaching and leadership in Australia. Innovation has built evidence-based frameworks, held far-reaching consultations to hear the voice of the profession, and created the Highly Accomplished and Lead teacher (HALT) Network.

And now it is innovation that will lead us in the next step of our reconciliation journey.

Teachers play such an important role in the lives of Australian children, with the biggest in-school influence on student outcomes being the quality of the teaching in the classroom. The responsibility of advancing the important work of reconciliation is something that should be shared across the entire education sector – across the entire country – and should not fall on teachers' shoulders alone. It is vital that we all do our part to ask hard questions, reflect on our unconscious biases, and learn from our mistakes, so that we can all work towards creating a better future for our students.

We can only ensure a fair and equal start in life for students if we respect and acknowledge the cultures, histories, knowledge and rights of Aboriginal and Torres Strait Islander peoples.

We live and work on the lands of the oldest living cultures on earth. There is a lot of work to be done, but there's also a lot to celebrate. I'm proud to be part of this journey.

A handwritten signature in black ink, appearing to read 'John Hattie'.

**Emeritus Laureate Professor John Hattie**  
Chair

# Reconciliation Australia message



## Reconciliation Australia commends AITSL 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 AITSL 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, AITSL 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.

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. AITSL is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

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

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

# Our vision for reconciliation

Our vision for reconciliation aligns with AITSL's purpose and strategic direction, which focuses on Australia having an education system that has the greatest impact on the educational growth and achievement of every learner.

For the people in our organisation, this means continually learning and unlearning biases to help create authentic and lasting change in each of us to ensure an enduring shift towards being more culturally responsive.

Supporting quality teaching and leadership that ensures all students, including Aboriginal and Torres Strait Islander students, achieve their full learning potential and are supported to embrace their cultures and identities, is key. As is our role in prioritising and embedding the perspectives of Aboriginal and Torres Strait Islander educators, students and stakeholders in the work we do with and for the teaching profession.

## About the artwork

### **Reko Rennie**

Untitled, 2020

Reko Rennie is an interdisciplinary artist who explores his Aboriginal identity through contemporary media.

This work is about being culturally visible. Rennie's use of camouflage aims to amplify, rather than conceal his identity and stakes his claim to a luminous, commanding form of cultural visibility.



# Our business

**AITSL is a wholly owned Commonwealth company. The Australian Government is the sole company member and is represented by the Minister for Education. We are governed by an independent Board of Directors appointed by the Minister.**

As a national organisation, we play a key role in leading significant, national educational reform for the Commonwealth, state, and territory governments to promote excellence in initial teacher education (ITE), teaching, and leadership to achieve maximum impact on student learning in all Australian schools and early childhood and other education settings. Everything we do is backed by evidence and research.

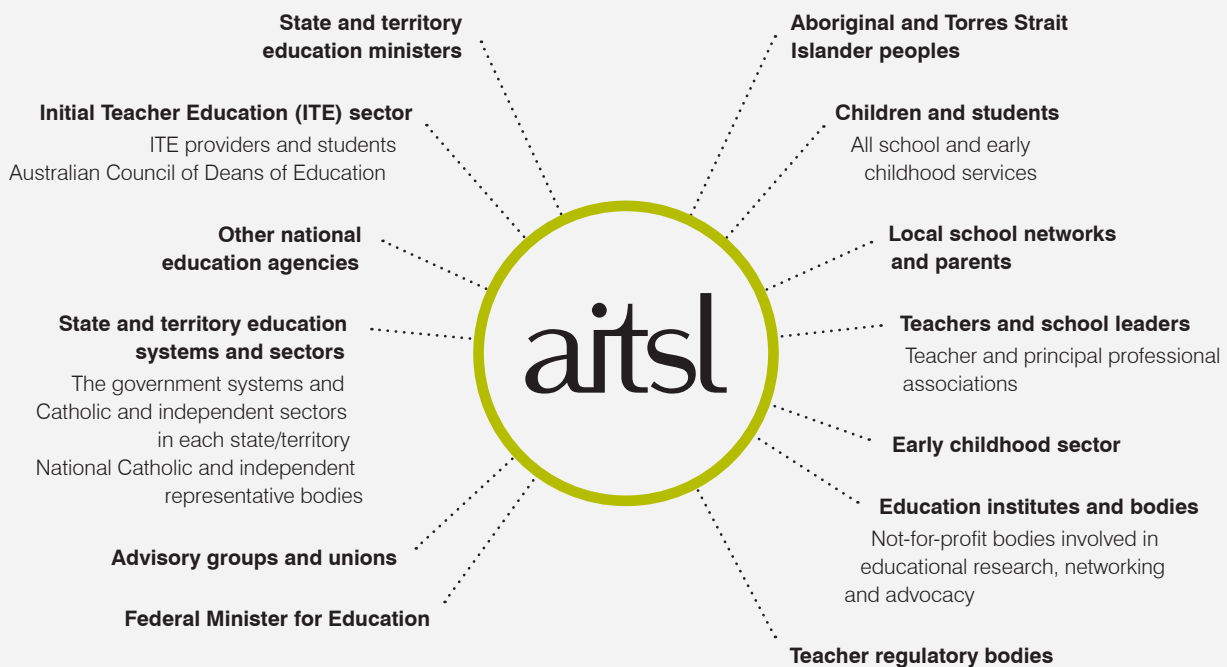
We have established clear and effective frameworks for undertaking genuine national consultation and collaboration. These frameworks involve teachers, leaders in schools and early childhood education settings, representatives from government systems,

Catholic and independent school sectors, teacher regulatory authorities, initial teacher education providers, teacher unions, Aboriginal and Torres Strait Islander communities and groups, principal and other professional associations, and community organisations.

For more than 10 years, we have focused on the areas where we make the most impact. Our evidence-based advice and guidance has led to national educational reforms that have supported quality teaching and leadership in Australia. We have developed 9 Standards and frameworks that are the foundational pillars for the national education landscape. We have built a solid base of evidence-based tools and resources to support the implementation of these pillars.

AITSL's office is situated on the Lands of the Wurundjeri people of the Kulin Nation in Naarm (Melbourne). AITSL has 72 staff, based predominantly in Victoria. None of AITSL's current staff identify as Aboriginal and/or Torres Strait Islander.

## Stakeholder Guide



# Our Reconciliation Action Plan

**As a national organisation focused on leading change to improve quality outcomes for all students, it is critical that AITSL takes a proactive and committed role in supporting reconciliation. Our journey of reconciliation is about creating change in our sphere of influence as an organisation, but also enabling our people to grow, and in turn create change in those within their sphere of influence outside of AITSL.**

It was with this approach that we again embarked on our Reflect RAP in May 2021, following an initial Reflect RAP in 2014-15. The development, approval and implementation of AITSL's 2021-22 Reflect RAP was a key step in a necessary and important journey that represented a call to change for AITSL.

In terms of AITSL's outwards facing work, it was an opportunity to lead by example and demonstrate to teachers, leaders and education stakeholders that AITSL

promotes and respects the languages, histories and cultures of Aboriginal and Torres Strait Islander peoples. It recognised that AITSL's policy, resources and research work must continue to be inclusive and focused on helping every child experience a high-quality education.

We recognised that to achieve authentic and meaningful success externally, AITSL must have genuine behaviour change internally. Governance and leadership across the organisation and the Board were committed to the objectives of the Reflect RAP, and each staff member became engaged in the work to become culturally aware, respectful and competent.

Our genuine commitment to the deliverables outlined in the Reflect RAP created the structure and start of the cultural change required for success. It was an iterative process and one that called on the organisation and individual staff to reflect, learn, and evolve.



In May 2022 we completed our Reflect RAP. Highlights of the 12 months included:

- A significant increase in staff actively learning about the Traditional Owners of the Lands they occupy and the histories of the Aboriginal and Torres Strait Islander peoples of that area, and sharing that back in group and whole-of-organisation settings.
- Teams being more aware and deliberate and inviting Aboriginal and Torres Strait Islander voices into AITSL's work – from projects to operational matters – whether through procurement, seeking out expertise, or consulting with stakeholders.
- Consistently conducting an Acknowledgement of Country protocol in internal and external meetings. This has been a meaningful action in which we often use storytelling to include activities such as providing historical facts, a personal story, or sharing a presentation about the Lands we are on. This not only ensures an authentic Acknowledgement but also helps educate and raise awareness about Aboriginal and Torres Strait Islander histories across the organisation.
- Encouraging Aboriginal and Torres Strait Islander perspectives across all aspects of AITSL's work. This includes following contextual based Protocols and Aboriginal and Torres Strait Islander Procurement Protocols. These protocols have resulted in a range of Aboriginal and Torres Strait Islander services being engaged.



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Our Innovate RAP builds on the steps we've taken over the past months, requiring a deeper commitment from to approach to reconciliation.

- A significant shift in staff awareness and understanding in terms of the importance of reconciliation, and the role they can play in creating positive change.
  - Advancement of staff's cultural awareness in regards to Aboriginal and Torres Strait Islander cultures and histories. In early 2020, everyone took part in cultural competency training, and in 2022 staff undertook the SBS Indigenous Cultural Competency online modules. We are also provided with regular updates in relation to cultural protocols and practices.
  - More than 90% of survey respondents in a 2022 staff survey indicated that they are *committed to looking at ways to work on their own cultural competency journey*. One respondent in a staff survey commented:
    - "Out of all the public service agencies and organisations I have worked for, AITSL is by far the most engaged, enthusiastic and involved with progressing a RAP that has genuine value. Please continue with how you are implementing this important plan."
- In the same survey, 39 of 40 respondents were aware that AITSL has a RAP, with all but 4 of those having a clear understanding of its purpose. Obviously, AITSL's goal is to have 100% of all staff to understand the RAP and its purpose, which will be part of the focus of cultural responsiveness training AITSL is implementing in the new financial year.
- Taking part in education or cultural engagement activities around significant days such as National Close the Gap Day and reflecting on what 26 January means to Aboriginal and Torres Strait Islander peoples. AITSL has also started promoting activities around National Sorry Day, and for National Reconciliation Week at the end of May.

We are proud of the work that was undertaken to commence our reconciliation journey and recognise that there is still much to be done.

Our Innovate RAP builds on the steps we've taken over the past months, requiring a deeper commitment to our approach to reconciliation.

The RAP Working Group spent the first months of 2022 reviewing the actions undertaken in the Reflect RAP and considering how to deepen our work in this space as part of our Innovate RAP, while advancing the development of our next RAP.



# Our RAP Working Group

**AITSL's RAP Working Group (RAP WG) was first established in 2020 to help drive the development of our Reflect RAP, which was launched in 2021. All staff from across the organisation who are passionate about championing reconciliation have the opportunity to be involved with the RAP WG.**

This RAP has been developed by the RAP WG in consultation with all staff as well as AITSL's Advisory Group on Aboriginal and Torres Strait Islander Education. Membership of the Advisory Group includes:

- AITSL Board Director, Renez Lammon and external stakeholders
- Carly Jia
- Australian Education Research Organisation
- Dyonne Anderson
- Cabbage Tree Island Public School
- Darcel Russell
- Australian Education Union
- Ned David
- Torres Strait Islander Regional Education Council
- Peter Anderson
- Queensland University of Technology
- Dr Jessa Rogers
- Baayi Consulting
- Dr Melitta Hogarth
- University of Melbourne

AITSL's commitment to reconciliation, and our journey to become more culturally responsive, is supported by our Board of Directors, who actively engage in ensuring the progress being made is authentic, embedded and having a lasting impact on our business and our work.

Our RAP Champion, Dianne Jickell, and the AITSL leadership team, are committed to the implementation and ongoing monitoring of the actions outlined in this document.

Current RAP WG members include:

- Renez Lammon, AITSL Board Director (Advisory Member)
- Dianne Jickell, General Manager, Corporate (Co-Chair)
- Kylie Hill, Director, People and Culture (Co-Chair)
- Andrew Dessmann, Senior Business Partner, People and Culture
- Georgia Miller, Senior Policy and Project Officer
- Kristen Casanova, Director, Assessment for Migration
- Laureen Boucher, Project Administrator
- Lucy Muchic, Senior Procurement Officer
- Melanie Ralescu, Policy and Project Officer
- Sian Petricevich, Policy and Project Officer, Aboriginal and Torres Strait Islander Education

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# Relationships

**AITSL is committed to building sustainable relationships with Aboriginal and Torres Strait Islander peoples and communities, and empowering our people to explore ways to develop relationships with Traditional Owners on the Lands on which they live. By listening to and learning from Aboriginal and Torres Strait Islander peoples and communities, we can grow our understanding of languages, cultures, truth-telling and shared histories.**

The Australian Professional Standards for Teachers (the Standards) make clear the responsibility of teachers to meet the learning needs and aspirations of all Aboriginal and Torres Strait Islander students, and indeed all students. Teachers must critically understand, continually develop, and effectively exercise their cultural responsiveness across the breadth of their practice. This is important both to teach Aboriginal and Torres Strait Islander students and teach all students about Aboriginal and Torres Strait Islander languages, histories, and cultures. As the custodians of the Standards, AITSL is working to create strong collaborative and reciprocal open relationships with Aboriginal and Torres Strait Islander communities in education to ensure the Standards are meaningfully upheld in practice.

Action	Deliverable	Timeline	Responsibility
<b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Meet with Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. The guiding principles will inform our engagement with Traditional Owners on the Lands AITSL's office is based, as well as engagement with Aboriginal and Torres Strait Islander stakeholders and organisations involved in our work.	March 2023	General Manager, Corporate
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2023	General Manager, Corporate General Manager, Teaching & School Leadership
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	27 May - 3 June 2023, 2024	Senior Policy and Project Officer
	Curate a list of resources and events supporting NRW and share with all staff via internal channels.	27 May - 3 June 2023, 2024	Project Administrator
	Promote Reconciliation Australia's NRW resources and materials, particularly the Narragunnawali resources, via our social media channels.	May 2023, 2024	Principal, Marketing and Communications
	All RAP WG members will participate in at least one external NRW event.	27 May - 3 June 2023, 2024	Senior Business Partner, People and Culture
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2023, 2024	General Manager, Corporate
	Organise at least one AITSL led NRW event for staff each year.	27 May - 3 June 2023, 2024	Senior Business Partner, People and Culture
	Register all our NRW events on Reconciliation Australia's <a href="#">NRW website</a> .	May 2023, 2024	Project Administrator

Action	Deliverable	Timeline	Responsibility
<b>3. Promote reconciliation through our sphere of influence.</b>	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	January 2023	Director, P&C
	Communicate our commitment to reconciliation publicly including through our Annual Report, Strategic Plan, social media and monthly AITSL Mail publication.	September 2022, 2023 & 2024 October 2022 & 2023 May 2023 & 2024	General Manager, Corporate Principal, Marketing and Communications
	Positively influence our external stakeholders to drive reconciliation outcomes through the promotion of Reconciliation Australia's Narragunnawali resources to teachers, leaders and education stakeholders.	February 2023 February 2024	Principal, Marketing and Communications
	Collaborate with Reconciliation Australia and other like-minded organisations to develop ways to advance reconciliation.	September 2023	Director, P&C
	Extend AITSL's photo bank of Aboriginal and Torres Strait Islander students and teachers for use in AITSL's work internally and externally.	August 2024	Principal, Marketing and Communications
	Employ Aboriginal and Torres Strait Islander design themes in published works, including commissioned artwork.	August 2023	Principal, Marketing and Communications
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	Develop and deliver actions based on the review conducted of HR policies and procedures during the Reflect RAP to identify existing anti-discrimination provisions, and future needs.	June 2023	Director, P&C
	Develop, implement and communicate an anti-discrimination policy for our organisation.	June 2023	Director, P&C
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	February 2023	Director, P&C
	Educate senior leaders on the effects of racism.	November 2023	Director, P&C
<b>5. Actively participate in the Education RAP Network Group initiated by Education Services Australia for all bodies within the national Education architecture.</b>	Continue to collaborate with AITSL's sister agencies in the education architecture (including Education Services Australia, Australian Curriculum, Assessment and Reporting Authority and Australian Education Research Organisation) to share knowledge and develop ways to advance reconciliation.	September 2022	Director, P&C
	Explore opportunities to organise and lead an event for the Network Group that celebrates and recognises a key date of significance.	November 2022	Director, P&C
<b>6. Collaborate with Reconciliation Australia to develop and maintain resources and messaging, in particular in relation to focus areas of the Australian Professional Standards for Teachers and Professional Standard for Principals.</b>	Develop a research article as part of AITSL's <i>Collaborate</i> publication series, in partnership with Reconciliation Australia.	December 2022	Principal, Research and Evaluation
	Meet regularly with Reconciliation Australia's Narragunnawali team to explore resources and information that can be shared with teachers and leaders through AITSL's communications channels.	July 2023	Principal, Marketing and Communications
	Explore future collaborations on the development of resources, communications and other opportunities.	July 2023	General Manager, Corporate General Manager, Teaching & School Leadership



# Respect

First and foremost, AITSL is a for-purpose organisation. We are here to develop teaching and leadership expertise and empower teachers and leaders to create better education outcomes for Australian students. Central to AITSL's purpose and strategic direction is our vision for an education system that has the greatest impact on the educational growth and achievement of every learner. We must ensure that all students have the same access, opportunities and support to thrive.

Inclusivity in education – supporting all learners to thrive – can only be achieved if we respect and acknowledge the cultures, histories, knowledge and rights of Aboriginal and Torres Strait Islander peoples.

We live and work on the lands of the oldest living cultures on earth; there is much to learn, understand and celebrate. Respect for traditions, culture and truth-telling is key to meaningful reconciliation.

Action	Deliverable	Timeline	Responsibility
<b>7. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	Seek endorsement from the executive for the proposed direction of cultural learning needs, based on the review of cultural learning needs conducted within our organisation during the Reflect RAP.	October 2022	Director, P&C
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	March 2023	Director, P&C
	Develop, implement and communicate a cultural learning strategy for our staff including capturing new employees as they are onboarded, based on the review of cultural learning needs within our organisation.	November 2022	Director, P&C
	Provide opportunities for RAP WG members, People & Culture and other key leadership staff to participate in formal and structured cultural learning.	March 2024	Director, P&C
<b>8. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	November 2022	Principal, Marketing and Communications
	Ensure familiarity with, and understanding of, cultural protocols is embedded in the onboarding process for new employees.	March 2023	Director, P&C
	Review and relaunch AITSL's cultural protocol document, which includes protocols for Welcome to Country and Acknowledgement of Country.	October 2022	Principal, Marketing and Communications
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events, including the HALT Summit around May each year.	May 2023, 2024	General Manager, Teaching & School Leadership
	Ongoing education to ensure all staff continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	January 2023, 2024	Senior Advisor, Brand, Comms and Digital

Action	Deliverable	Timeline	Responsibility
<b>9. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	RAP WG to participate in an external NAIDOC Week event.	July 2023, 2024	Director, P&C
	Curate a list of resources and events supporting NAIDOC Week and share with all staff via internal channels.	July 2023, 2024	Policy and Project Officer
	Review HR policies and procedures, particularly leave policy, to remove barriers to staff participating in NAIDOC Week.	April 2023	Director, P&C
	Promote and encourage participation in external NAIDOC events to all staff.	July 2023, 2024	Policy and Project Officer
<b>10. Ensure Aboriginal and Torres Strait Islander peoples' Knowledge and Intellectual Property Rights are understood.</b>	Ensure information about Aboriginal and Torres Strait Islander peoples' Knowledge and Intellectual Property Rights is included in any new documentation.	January 2023	Legal Officer
	Ensure clear guidance and communication on Aboriginal and Torres Strait Islander peoples' Knowledge and Intellectual Property Rights is included on our Intranet and relevant guides.	December 2022	Legal Officer





# Opportunities

**AITSL is committed to providing sustainable opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities to support economic and employment outcomes.**

AITSL recognises the important role that Aboriginal and Torres Strait Islander peoples can play in influencing the Australian teaching profession and their contribution to shaping teachers and leaders in creating better education outcomes for all Australian students. Through employment opportunities not only do we build capability, but we benefit from shared knowledge and diversity in our workforce that moves the dial on inequality. Supporting commercial relationships with Aboriginal and Torres Strait Islander businesses and peoples delivers real business outcomes and increases visibility of Aboriginal and Torres Strait Islander peoples and organisations through our materials and services that reach an Australia wide audience.

Action	Deliverable	Timeline	Responsibility
<b>11. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	Ensure structures are in place to continue to understand current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	September 2022	Senior Business Partner, P&C
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	April 2023	Senior Business Partner, P&C
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	June 2023	Senior Business Partner, P&C
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June 2023	Senior Business Partner, P&C
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	March 2023	Senior Business Partner, P&C
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	July 2024	Director, P&C
	Determine the most effective methods of reaching Aboriginal and Torres Strait Islander candidates and ensure position descriptions are designed in such a way as to remove barriers to Aboriginal and Torres Strait Islander candidates applying.	March 2023	Senior Business Partner, P&C
<b>12. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Review the Aboriginal and Torres Strait Islander procurement strategy implemented in October 2021, and determine how to further embed it in the business.	January 2023	Senior Procurement Officer
	Continue to work with Supply Nation, and actively manage AITSL's Supply Nation membership.	August 2022 February 2023	Senior Procurement Officer
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	October 2022	Senior Procurement Officer
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	August 2023	Senior Procurement Officer
	Work with the executive and teams to ensure that preference is given to commercial relationships with Aboriginal and Torres Strait Islander businesses.	February 2023	Senior Procurement Officer
	Utilise Aboriginal and Torres Strait Islander providers on procurement panels and from the Supply Nation database – add these providers to the Intranet to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	September 2022	Senior Procurement Officer



# Governance

Action	Deliverable	Timeline	Responsibility
<b>13. Establish and maintain an effective RAP Working Group (Rap WG) to drive governance of the RAP.</b>	The RAP WG will continue to include at least one Aboriginal and Torres Strait Islander representative as the Advisory Member.	September 2022, 2023	General Manager, Corporate
	The RAP WG will review the Terms of Reference on an annual basis.	October 2022, 2023	Director, P&C
	The RAP WG will continue to meet monthly to drive and monitor RAP implementation.	October 2022	General Manager, Corporate
	The RAP Advisory Member will review the RAP's progress on a 6-monthly basis.	March/April annually, August/September annually	RAP WG Advisory Member
<b>14. Provide appropriate support for effective implementation of RAP commitments.</b>	Define resource needs (budget and people) for meaningful RAP implementation.	September 2022, 2023	General Manager, Corporate
	Continue to engage our senior leaders and other staff in the delivery of RAP commitments.	December 2022, 2023	General Manager, Corporate
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	September 2022	Project Administrator
	Maintain an internal RAP Champion from senior management.	September 2022	General Manager, Corporate
<b>15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2023, 2024	Project Administrator
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August 2023, 2024	Project Administrator
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2022, 2023	Senior Business Partner, P&C
	Report RAP progress to the AITSL Board every 6 months.	February 2023, 2024 August 2022, 2023 2024	General Manager, Corporate
	Report RAP progress to all staff and senior leaders quarterly.	December annually, March annually, June annually, September annually	General Manager, Corporate
	Publicly report our RAP achievements, challenges and learnings, annually.	August 2023, 2024	Principal, Marketing and Communications
	Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	September 2022, 2024	Senior Business Partner, P&C
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	September 2024	General Manager, Corporate
<b>16. Continue our reconciliation journey by developing our next RAP.</b>	Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	January 2024	General Manager, Corporate

## Contact details

**Dianne Jickell**  
General Manager, Corporate

**Phone:** 03 9944 1220

**Email:** [Dianne.jickell@aitsl.edu.au](mailto:Dianne.jickell@aitsl.edu.au)

**aitsl** Australian Institute  
for Teaching and  
School Leadership  
Limited