

INNOVATE

Reconciliation Action Plan

June 2025 - 2027



tafeSA



Government of
South Australia



ACKNOWLEDGMENT OF COUNTRY

TAFE SA acknowledges the Traditional Owners of the lands on which our campuses and training locations operate.

It is a privilege to be sharing this land on which we live, work and learn. We recognise that this land has always been a place of teaching, learning and knowledge sharing. We acknowledge the deep and enduring spiritual connection that First Nations peoples have to this land and their ongoing contributions to education as colleagues and consultants both within and outside of our organisation.

TAFE SA recognises that Aboriginal and Torres Strait Islander peoples have maintained their cultures, heritage, beliefs, languages, and lores and these are of ongoing importance.

We commit ourselves to learning from the wisdom and knowledge of Traditional Owners and to fostering a spirit of respect, inclusivity, and reconciliation within our community.



OUR STORY

This artwork is a metaphor to represent a map of South Australia showing TAFE SA campuses as waterholes represented by the larger circles in the artwork with the elements of land, sea and river through colour reflecting the 8 regions that span our state. The horseshoe shape symbols around the waterholes represent Aboriginal and non - Aboriginal students and educators meeting together in a place of respecting diversity and sharing each other's cultures. The travelling lines connecting the waterholes represent the networking of people to courses across each region. Each waterhole represents a campus showing a significant place of learning and collaboration between students and educators through gathering resources, nourishment and strength in a supportive environment. This shows how TAFE SA has actively created a supportive learning environment where Aboriginal and non - Aboriginal people can thrive together and acquire the skills and knowledge to create a pathway for future opportunities in employment and/or further education for a positive future.

Artist Background: Karen Briggs



I'm a proud Yorta Yorta woman from the New South Wales and North East Victoria border. I have completed a Bachelor of Design (illustration) from the University of South Australia and a Diploma in Applied Design (Multimedia) from TAFE SA. After completing a Diploma in Applied Design (Multimedia) at TAFE SA, I gained the practical skills needed for work in the creative industry. Since then, I've continued developing my skills through various short courses, including E-Drawing 1: Wacom Board, which enabled me to transform my artwork into digital formats.

Artwork and layout of this RAP was produced by Karen from KLB CREATIVE

ACKNOWLEDGMENT OF ABORIGINAL CONSULTANCY

TAFE SA recognises that reconciliation involves working with, rather than working for, Aboriginal and Torres Strait Islander communities. This understanding has led us to engage Ngarrindjeri woman, Nicole Gollan, Director and Founder of Nik & Co Consultancy, to support and guide the development of our Innovate RAP.

Nik & Co undertook consultations with Aboriginal and non-Aboriginal TAFE SA staff, stakeholders, and Aboriginal Elders, to inform and enrich our decision-making processes. This ensured we undertook a culturally competent and safe approach to developing our Innovate RAP.



CULTURAL GOVERNANCE: TAFE SA ELDERS ADVISORY GROUP

TAFE SA established an Elders Advisory Committee in March 2021, to support the development and implementation of our inaugural Reflect RAP.

The Committee provides strategic guidance to the Chief Executive and offers valuable input into policy development across our organisation. This guarantees that the insights, perspectives, and wisdom of Elders play a crucial role in shaping our path forward. We are committed to reviewing and expanding the Committee's membership throughout the duration of our Innovate RAP.

Purpose: An advisory group responsible for advancing our cultural footprint at TAFE SA by providing input into policy development and strategic advice to the Chief Executive to achieve these aspirations.

We would like to express our sincere gratitude to Uncle Ian Crombie (Pitjantjatjara/Yankunytjatjara), Aunty Maise Buzzacott (Pitjantjatjara/Yankunytjatjara), and Aunty Sharon Gollan (Ngarrindjeri) for their extensive contributions to TAFE SA's Elders Advisory Committee since its formation.

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MESSAGE FROM RECONCILIATION AUSTRALIA

Reconciliation Australia commends TAFE SA 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 TAFE SA 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, TAFE SA 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. TAFE SA is part of a strong network of more than 3000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

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

Karen Mundine
Chief Executive Officer
Reconciliation Australia



TAFE SA - CHIEF EXECUTIVE MESSAGE

At TAFE SA, we recognise that national reconciliation will create a more just and equitable future for all Australians. As part of our inaugural Reflect RAP, we made a formal commitment to reconciliation, and we remain dedicated to progressing through the stages of our reconciliation journey. We are now proud to take the next step by activating our second Innovate RAP.

While our Reflect RAP provided us with a strong foundation for learning, understanding, and reflection, we now look to the future with a clear focus on further action. We are ready to implement bold initiatives that build on the progress already made and address the key challenges identified through our first RAP.

Our organisation holds a unique position as a 'connector' in South Australia, linking students, schools, universities, employers, industries, and communities. We have a vital role to play in championing reconciliation across our diverse networks and promoting our vision of a fair and reconciled Australia.

As both an employer and an educator, we are committed to ensuring all First Nations staff and students at TAFE SA feel valued, safe, and supported. We will build our collective and individual cultural competency through diverse initiatives, including the expansion of access to First Nations teachings, knowledge, and in-language training. We will continue to strengthen our partnerships with Aboriginal-owned corporations and education providers. Through our Elders Advisory Group, First Nations staff and student networks, and the Aboriginal Access Centre, we are guided by valuable cultural authority and leadership.

We recognise that this cultural leadership brings broader benefits to our organisation - we all succeed when we feel valued and empowered to contribute our best.

Our Innovate RAP is an ambitious roadmap aimed at improving staff and student outcomes and building a workforce that reflects the aspirations of the communities we serve. It offers multiple opportunities to generate greater levels of engagement and trust from First Nations communities, allowing us to work closely together to deliver the highest standard of training.

I am confident that the TAFE SA community share my commitment to eliminating the racism experienced by First Nations students and staff. While we acknowledge that there is much work ahead, I am encouraged by the enthusiasm and energy our staff have shown in the development of our Innovate RAP. I extend my sincere gratitude to all staff and stakeholders who have contributed to and guided the progress of this RAP. A heartfelt thank you to everyone dedicated to ensuring that TAFE SA remains a welcoming place of learning and skills training for all our students.

David Coltman
Chief Executive
TAFE SA



OUR VISION FOR RECONCILIATION

TAFE SA's vision for a reconciled Australia recognises Aboriginal and Torres Strait Islander people as the First Australians and acknowledges truth-telling as integral to the reconciliation process. TAFE SA is committed to addressing the ongoing impacts of colonisation and racism by ensuring we create culturally competent and safe environments for First Nations staff and students.

We believe reconciliation is a shared responsibility for all South Australians, and we are honoured to serve First Nations communities across our state. We commit ourselves to building respectful relationships with First Nations stakeholders and organisations, promoting anti-racism strategies, enhancing understanding and celebration of First Nations cultures and histories, and elevating First Nations learning and employment outcomes.

Our vision is both highly ambitious and achievable. We will monitor and report on our achievements through new accountability and transparency mechanisms to guarantee that we can progress to the next stage of our reconciliation journey.

TAFE SA takes great pride in continuing the tradition of teaching, learning, and knowledge-sharing that has been established by First Nations people for more than 60,000 years. We believe in a future where all South Australians have the skills they need to achieve real success.



OUR BUSINESS

TAFE SA is the largest vocational education and training (VET) provider in South Australia, proudly serving our state's students, industries, and communities. We deliver accessible and high-quality skills training to ensure all South Australians can access well-paid, secure work, both now and in the decades ahead.

We are honoured to lead the VET sector at both the state and national level, having received the Large Training Provider of the Year Award at the Australian Training Awards 2024, and the Large Training Provider of the Year Award at the South Australian Training Awards in 2021, 2022 and 2024. We understand the significance of our position at the heart of the VET sector; thus we embrace both the privilege and responsibility of teaching our students the value of a reconciled nation.

Deeply embedded in metropolitan, regional, and remote communities, we adopt a responsive, place-based approach that allows us to collaborate with local stakeholders to meet regional workforce needs. We are committed to remaining adaptive and flexible to address skills gaps across our state. By drawing on the extensive experience and expertise of our people, we work toward the best possible outcomes for all our students.

A cornerstone of our success is the TAFE SA Aboriginal Access Centre, which plays a crucial role in providing customised training programs and specialised support for Aboriginal and Torres Strait Islander students throughout their studies. This support contributes to strong completion rates among TAFE SA's First Nations students.

In November 2024, TAFE SA launched six Priority Plans to guide our investments and achieve the aspirations set out in our 10-year Strategic Plan. Among these, TAFE SA's First Nations Priority Plan guides our commitment to cultural safety, enhanced outcomes for First Nations staff and students, an expanded First Nations workforce, and the reflection of First Nations culture across our campuses. By 2026, we aim to have achieved the objectives outlined in the Plan and be ready to advance the next phase of our First Nations strategy.

As a public provider, TAFE SA proudly belongs to all South Australians. Our state is home to the world's oldest continuing culture, alongside new migrants from around the world. This diverse cultural heritage forms a strong foundation for our ongoing reconciliation efforts. We are dedicated to working with government, industry, and communities to contribute to a skilled and thriving South Australia.

As below, TAFE SA delivers to 30 campuses/locations across the State including
6 locations across Anangu Pitjantjatjara Yankunytjatjara (APY) lands.

TAFE SA CAMPUSES & TRAINING LOCATIONS

TRADITIONAL OWNERS

ADELAIDE	Kurna
ADELAIDE COLLEGE OF THE ARTS	Kurna
BAROSSA (NURIOOTPA)	Kurna
BERRI	Ngarrindjeri
CEDUNA	Mirning / Wirangu / Kokatha
COOBER PEDY	Yankunytjatjara
ELIZABETH	Kurna
GILLES PLAINS	Kurna
KADINA	Narungga
MOUNT BARKER	Peramangk
MOUNT GAMBIER	Boandik
MURRAY BRIDGE	Ngarrindjeri
NOARLUNGA	Kurna
POINT PEARCE /YORKE PENINSULA	Narungga
PORT AUGUSTA	Barngarla
PORT LINCOLN	Barngarla
PORT PIRIE	Nukunu
REGENCY	Kurna
SALISBURY	Kurna
TONSLEY	Kurna
URRBRAE	Kurna
VICTOR HARBOR	Ngarrindjeri
WHYALLA	Barngala
WUDINNA	Barngala/Nauo/Wirangu
AMATA /ERNABELLA /FREGON / INDULKANA	Anangu Pitjantjatjara Yankunytjatjara
KALKA PIPALYATJARA	Anangu Pitjantjatjara Yankunytjatjara





SHARON GOLLAN

TAFE SA BOARD DIRECTOR

Sharon Gollan (she/her) is a descendent of the Ngarrindjeri nation of South Australia, with family and cultural connections to many communities within and beyond the state. She is recognised as a leader both within her Ngarrindjeri nation and the wider Aboriginal community.

Sharon has over forty-five years of experience in the health, youth, children and community services sector with a primary focus on creating better services for Aboriginal people. Through her leadership positions within the public and non-government sectors, she has gained extensive experience in the development, implementation and review of government programs, policies, and initiatives.

From 2001-2009, Sharon was a Lecturer and Senior Lecturer in The David Unaipon College of Indigenous Education and Research, University of South Australia. She contributed to the education of graduate and post-graduate social work, nursing, teaching and psychology students by supporting them to develop culturally accountable practice when working with Aboriginal people and communities. In 2009, Sharon was the recipient of the Premier's NAIDOC Person of the Year Award in recognition of her contributions to Aboriginal communities across the state.

Sharon has been a Board and/or Advisory member of two Aboriginal community-controlled health services, as well as mainstream community health and human services, and she was a NAIDOC SA Ambassador. She is currently an ambassador for Quit Smoking campaigns in South Australia.

Sharon practices as a Cultural Advisor, Trainer and Consultant. This work has taken her into both urban and rural regions, operating within and across government, non-government, university and private sectors. As a consultant she has designed and managed evaluation, research or planning projects at local, regional, state and national levels. Sharon facilitates 'Cultural Respect and Safety' training workshops that are delivered as an Aboriginal/non-Aboriginal facilitation partnership. The workshops assist non-Aboriginal health, education and human services workers to understand the dimensions of racism and white privilege, reflect on their cultural identity, and explore how to address racism in order to develop culturally respectful and safe services in working with Aboriginal people, organisations, and communities.

MARG MIBUS

CE PRINCIPAL ADVISOR, FIRST NATIONS MANAGER ABORIGINAL ACCESS CENTRE

Marg Mibus (she/her) is a proud Arrernte woman whose family hails from Central Australia. She was born and raised in Port Augusta and now resides in Tarntanya/Adelaide. Marg has worked across training and employment for over 25 years. She is Manager of TAFE SA's Aboriginal Access Centre, where she manages the delivery of innovative programs and specialised support for First Nations students, and in 2024 Marg was appointed to a newly created role of Principal Advisor to the Chief Executive – First Nations, providing strategic counsel to the Chief Executive and ensuring that the commitments made are both delivered and effective.

As the granddaughter and daughter of two generations of the Stolen Generations, and the mother of three adult children, Marg has a firm belief in the power of education. She considers education essential for empowering Aboriginal communities and for challenging harmful dominant narratives.

Marg believes that TAFE SA is playing a key role in changing such narratives. Through the Reflect and now the Innovate RAP, as well as the First Nations Priority Plan, TAFE SA has committed to implementing transparent, measurable outcomes that create culturally safe and respectful spaces for Aboriginal staff, students, and communities.

CURRENT OCCUPANT	POSITION	FIRST NATIONS IDENTIFIED
Cat Rugari	Director Strategy Culture and Diversity	N
Clayton Dodd	Aboriginal Engagement Consultant	Y
Stephen Manson	Manager Student Services	N
Ian Jaggard	Educational Representative	N
Victoria Griffith	Dean, Teaching and Learning	N
Simone Gibbs	Faculty Dean, Business and Arts	N
Ally Skeer	Manager Educational Partnership (Limestone Coast)	N
Lanna Grundy	Director Facilities, Projects and Infrastructure	N
Michael Parker	Manager APY	N
Jessica Homewood	Student Representative	Y
Kate Murdoch	Director Marketing	N
Kashay Mahomed	Aboriginal Access Centre Representation (Staff member)	Y
Nicole Gollan	Aboriginal Principal Consultant	Y



OUR RAP

At TAFE SA, we believe it is the responsibility of all staff to build a respectful, safe, and inclusive organisational culture. This shared responsibility ensures we can make progress towards reconciliation as one TAFE SA team.

We are particularly grateful for the invaluable leadership provided by First Nations staff within our organisation. Their perspectives, wisdom, resilience and determination have been instrumental in the development of our Innovate RAP.

We'd like to extend a special thanks to Sharon Gollan, TAFE SA Board Director, and Marg Mibus, CE Principal Advisor, First Nations and Manager, Aboriginal Access Centre, for their significant input and dedication throughout the development of our Innovate RAP.

OUR RAP JOURNEY

We began our reconciliation journey in 2021, when we launched our inaugural Reflect RAP during National Reconciliation Week. Our Reflect RAP helped us to embed the principles of national reconciliation as a key priority and successfully structured our critical first steps.

Guided by our Reflect RAP, we have implemented several key initiatives across our organisation that advance the principles of reconciliation, including:

- › Strengthening and establishing cultural protocols
- › Developing an Acknowledgement of Country and Welcome to Country policy
- › Establishing the TAFE SA Aboriginal Cultural Respect Footprint
- › Embedding days of cultural significance in our TAFE SA Calendar
- › Sponsoring the NAIDOC SA Lifetime Achievement Award
- › Increasing the presence of Aboriginal flags on campus
- › Establishing the TAFE SA Elders Advisory Group
- › Formalising consultation processes through our inaugural Aboriginal Employee Engagement Network.



Building on these actions, we identified the need for stronger governance and accountability structures. During Reconciliation Week 2024, we made significant commitments to engage in truth-telling processes across our organisation to address racism in all its forms. To support these efforts, we implemented annual Cultural Audits, which enable us to genuinely assess our cultural environment and make positive change.

Cultural audits encourage us to examine where we are and how we can improve, prompting greater awareness of cultural safety and the removal of barriers that marginalise or exclude people. Throughout the audit process, we update Elders and First Nations staff and students of our findings and track our actions to ensure meaningful progress.

Reconciliation has become a central focus for all leadership roles at TAFE SA, with commitments to reconciliation now incorporated into Professional Development Plans. Our leadership team has outlined their individual commitments, with specific actions to be carried out at personal and/or professional levels. This approach is essential to embedding the values of reconciliation throughout our organisation and ensuring our leaders promote inclusive and supportive workplace environments.

We are now excited to implement our Innovate RAP, which aligns with Reconciliation Australia's core pillars to deliver tangible benefits for Aboriginal and Torres Strait Islander peoples. Over the next two years, we will create a culturally safe environment for all First Nations students and staff, celebrate First Nations cultures and histories, and strengthen our relationships with Aboriginal and Torres Strait Islander communities across our state. In collaboration with Elders and community stakeholders, we will offer programs to support economic equity and self-determination for First Nations peoples.

Reconciliation is a collective commitment, and our goal is to integrate it into TAFE SA's daily practices and operations. We look forward to working with the South Australian community toward a reconciled future.



RELATIONSHIPS

We recognise the vital role strengthened relationships and collaborative partnerships play in achieving reconciliation. We are committed to engaging with local Aboriginal and Torres Strait Islander staff, students, and communities to understand local needs and aspirations, and to cultivate a culturally safe environment for all.

Through the Innovate RAP, we will collaborate with Traditional Owners across our campus networks, facilitate meaningful community engagement, increasing community involvement in TAFE SA, and work with communities to celebrate significant cultural anniversaries.



ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
1 Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	> Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	December 2025	LEAD > Director Strategy, Culture and Diversity SUPPORT > Aboriginal Engagement consultant
	> Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	March 2025	LEAD > Director Strategy, Culture and Diversity SUPPORT > Aboriginal Engagement Consultant
	> Work with TAFE SA Elders Advisory Group to develop a recognition program, showcasing staff excellence and leadership in reconciliation.	September 2025	LEAD > Director Strategy, Culture and Diversity SUPPORT > Aboriginal Engagement Consultant
	> Consult with Aboriginal and Torres Strait Islander students to co-design TAFE SA student wellbeing frameworks.	March 2026	LEAD > Director Student Experience SUPPORT > Manager Student Success and Wellbeing
2 Build relationships through celebrating National Reconciliation Week (NRW).	> Circulate Reconciliation Australia's National Reconciliation Week resources and reconciliation materials to our staff.	May 2025, 2026	LEAD > Deputy Director Organisational Development SUPPORT > Aboriginal Engagement Consultant
	> RAP Working Group members to participate in an external National Reconciliation Week event.	27 May - 3 June 2025, 2026	LEAD > Chair RAP Working Group SUPPORT > Deputy Director Organisational Development
	> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate National Reconciliation Week.	27 May - 3 June 2025, 2026	LEAD > Chair RAP Working Group SUPPORT > Deputy Director Organisational Development
	> Organise at least one National Reconciliation Week event each year.	27 May - 3 June 2025, 2026	LEAD > Deputy Director Organisational Development SUPPORT > Aboriginal Engagement Consultant
	> TAFE SA will annually host an event of truth telling or accountability during National Reconciliation Week at which TAFE SA will report to Elders and First Nations staff/ students on changes and investments undertaken to improve the Cultural Respect and Safety of staff and students at TAFE SA.	27 May - 3 June 2025, 2026	LEAD > Chief Executive SUPPORT > Partnerships and Public Affairs

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
3 Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> ➤ Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce. 	September 2025, 2026	LEAD ➤ Director Strategy Culture and Diversity SUPPORT ➤ Aboriginal Engagement Consultant
	<ul style="list-style-type: none"> ➤ Communicate our commitment to reconciliation publicly. 	May 2025, 2026	LEAD ➤ Partnerships and Public Affairs SUPPORT ➤ Director Marketing
	<ul style="list-style-type: none"> ➤ Explore opportunities to influence our external stakeholders to drive reconciliation outcomes positively (including stakeholder engagement map). This is an opportunity to share our reconciliation message with external stakeholders. 	June 2026	LEAD ➤ Partnerships and Public Affairs SUPPORT ➤ Director Education Partnerships
	<ul style="list-style-type: none"> ➤ Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches that advance reconciliation. 	July 2026	LEAD ➤ RAP Working Group Chair SUPPORT ➤ Director Strategy Culture and Diversity
	<ul style="list-style-type: none"> ➤ Engage with Reconciliation SA to attend city RAP cluster workshops to identify collaborative opportunities to advance and improve reconciliation. 	June 2026	LEAD ➤ Director Strategy Culture and Diversity SUPPORT ➤ Partnerships and Public Affairs
	<ul style="list-style-type: none"> ➤ Recognise and celebrate Aboriginal and Torres Strait Islander Dates of Significance through: <ul style="list-style-type: none"> ➤ Developing an Aboriginal and Torres Strait Islander Dates of Significance calendar for internal staff intranet. ➤ Developing a communications plan to engage students in recognising key dates. 	July 2025	LEAD ➤ Principal Consultant Inclusion and Equity SUPPORT ➤ Student Communications Lead
	<ul style="list-style-type: none"> ➤ Support the Uluru Statement from the Heart and provide opportunities for all employees to learn more about the Uluru Statement from the Heart through information sessions and internal communications. 	October 2025, 2026	LEAD ➤ Chief Executive TAFE SA SUPPORT ➤ Partnerships and Public Affairs

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
4 Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> ➤ Conduct a review of People and Culture policies and procedures to identify existing anti-discrimination provisions and future needs. 	June 2026	<p>LEAD</p> <ul style="list-style-type: none"> ➤ Director Strategy Culture and Diversity <p>SUPPORT</p> <ul style="list-style-type: none"> ➤ Principal Consultant Inclusion & Equity
	<ul style="list-style-type: none"> ➤ Engage with Aboriginal and Torres Strait Islander staff and/or TAFE SA Aboriginal and Torres Strait Islander Elders Advisory Group and TAFE SA Aboriginal Engagement Network to consult on our anti-discrimination policy. 	October 2025	<p>LEAD</p> <ul style="list-style-type: none"> ➤ Director Strategy Culture and Diversity <p>SUPPORT</p> <ul style="list-style-type: none"> ➤ Principal Consultant Inclusion & Equity
	<ul style="list-style-type: none"> ➤ Develop, implement, and communicate an anti-discrimination policy for our organisation. 	December 2025	<p>LEAD</p> <ul style="list-style-type: none"> ➤ Director Strategy Culture and Diversity <p>SUPPORT</p> <ul style="list-style-type: none"> ➤ Principal Consultant Inclusion & Equity
	<ul style="list-style-type: none"> ➤ Promote TAFE SA's commitment to reconciliation and anti-discrimination behaviours and practices by reviewing the Staff Induction document and process annually to ensure up-to-date cultural awareness content. 	October 2025, 2026	<p>LEAD</p> <ul style="list-style-type: none"> ➤ Director Strategy Culture and Diversity <p>SUPPORT</p> <ul style="list-style-type: none"> ➤ Learning and Engagement Consultant
	<ul style="list-style-type: none"> ➤ Review TAFE SA student induction handbooks to ensure culturally appropriate content. 	November 2025	<p>LEAD</p> <ul style="list-style-type: none"> ➤ Director Student Experience <p>SUPPORT</p> <ul style="list-style-type: none"> ➤ Manager Student Experience and Wellbeing
	<ul style="list-style-type: none"> ➤ Educate leaders on the effects of racism. 	October 2025	<p>LEAD</p> <ul style="list-style-type: none"> ➤ Deputy Director Organisational Development <p>SUPPORT</p> <ul style="list-style-type: none"> ➤ Principal Consultant Inclusion & Equity



RESPECT

We acknowledge Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia and are committed to prioritising the learning of First Nations cultures, histories, and knowledge for both staff and students. Our core values promote respectful relationships that build trust and embrace diverse cultural traditions. Through our Innovate RAP, we will create educational opportunities that encourage understanding and pride in the world's oldest living cultures.



ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
5 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	> Conduct a review of cultural learning needs within our organisation.	June 2025	LEAD > Director Strategy Culture and Diversity SUPPORT > Learning and Engagement Consultant
	> Consult local Traditional Owners and/ or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	December 2025	LEAD > Director Strategy Culture and Diversity SUPPORT > Aboriginal Engagement Consultant
	> Develop, implement, and communicate a cultural learning strategy document for our staff.	February 2026	LEAD > Director Strategy Culture and Diversity SUPPORT > Learning and Engagement Consultant
	> Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	June 2025, 2026, 2027	LEAD > Director Strategy Culture and Diversity SUPPORT > Learning and Engagement Consultant
6 Build respectful and safe places of connection for First Nations peoples, across TAFE SA campuses.	> Increase physical visibility of Aboriginal cultures on TAFE SA campuses by: > Engaging a consultant to conduct a formal review of campus inclusivity opportunities for First Nations students and staff. > Conduct an assessment of Aboriginal cultural visibility (i.e. artwork, artifacts, acknowledgement signage) and identify locations to cultivate greater visibility of respect for Aboriginal cultures and histories. > Develop and implement a strategy to increase visibility of Aboriginal cultures across campus.	July 2026	LEAD > Director Facilities and Projects SUPPORT > Aboriginal Engagement Consultant
7 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols and heritage.	> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2026	LEAD > Director Strategy Culture and Diversity SUPPORT > Aboriginal Engagement Consultant

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> Review and update a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. 	October 2025	<p>LEAD</p> <ul style="list-style-type: none"> Director Strategy Culture and Diversity <p>SUPPORT</p> <ul style="list-style-type: none"> Aboriginal Engagement Consultant
	<ul style="list-style-type: none"> Develop a TAFE SA Welcome to Country & Services Register. 	December 2025	<p>LEAD</p> <ul style="list-style-type: none"> Director Strategy Culture and Diversity <p>SUPPORT</p> <ul style="list-style-type: none"> Aboriginal Engagement Consultant
	<ul style="list-style-type: none"> Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year and promote more broadly to increase engagement. 	December 2025	<p>LEAD</p> <ul style="list-style-type: none"> Director Public Affairs and Partnerships <p>SUPPORT</p> <ul style="list-style-type: none"> Aboriginal Engagement Consultant
	<ul style="list-style-type: none"> Include an Acknowledgement of Country or other appropriate protocols at the commencement meetings. 	November 2025	<p>LEAD</p> <ul style="list-style-type: none"> Director Strategy Culture and Diversity <p>SUPPORT</p> <ul style="list-style-type: none"> Director Marketing
	<ul style="list-style-type: none"> TAFE SA to remain up to date with current and or emerging local/ national Aboriginal and Torres Strait Islander matters of interest by including a standard agenda item at TAFE SA Elders Advisory Group meetings that invites Elders to inform, update and guide from their perspectives. 	December 2025	<p>LEAD</p> <ul style="list-style-type: none"> Director Strategy Culture and Diversity <p>SUPPORT</p> <ul style="list-style-type: none"> Executive Assistant People and Culture
	<ul style="list-style-type: none"> Research alignment of regional locations of TAFE SA Campuses and Native Title Prescribed Body Corporates (PBC) to create educational opportunities for staff and students regarding land management, cultural heritage and clean energy practices. 	July 2026	<p>LEAD</p> <ul style="list-style-type: none"> Director Facilities & Projects and Infrastructure. <p>SUPPORT</p> <ul style="list-style-type: none"> Aboriginal Principal Consultant
8 Celebrate Aboriginal and Torres Strait Islander cultures, histories and achievements.	<ul style="list-style-type: none"> Celebrate and create public awareness and recognition of TAFE SA Aboriginal and Torres Strait Islander students by showcasing their success stories on internal and external social platforms. 	First week in July 2025, 2026	<p>LEAD</p> <ul style="list-style-type: none"> Director Marketing <p>SUPPORT</p> <ul style="list-style-type: none"> Aboriginal Engagement Officer
	<ul style="list-style-type: none"> Explore the creation of a TAFE SA Aboriginal and Torres Strait Islander student Alumni program. 	February 2026	<p>LEAD</p> <ul style="list-style-type: none"> Director Student Experience

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
9 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	> RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2025, 2026	LEAD > Chair RAP Working Party SUPPORT > Director Strategy Culture and Diversity
	> Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	February 2025	LEAD > Director Strategy Culture and Diversity SUPPORT > Aboriginal Engagement Consultant
	> Promote and encourage participation in external NAIDOC events to all staff.	May 2025, 2026	LEAD > Chair RAP Working Group SUPPORT > Director Strategy Culture and Diversity
	> Sponsor NAIDOC SA Lifetime Achievement award.	First week in July 2025, 2026	LEAD > Director Strategy Culture and Diversity SUPPORT > Deputy Director Organisational Development





OPPORTUNITIES

We are dedicated to enhancing employment opportunities and economic outcomes for Aboriginal and Torres Strait Islander communities. We recognise the invaluable insights First Nations staff, students, and stakeholders bring to our organisation.

Through our Innovate RAP, we will expand our First Nations workforce, improve staff retention, and ensure inclusive representation at all levels. We will also strengthen our procurement strategies to support Aboriginal and Torres Strait Islander suppliers, contributing to greater economic and social equity.



ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
10 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	> Build an understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	March 2026	LEAD > Director Strategy Culture and Diversity SUPPORT > Workforce Analytics Consultant
	> Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	June 2026	LEAD > Director Strategy Culture and Diversity SUPPORT > Human Resource Business Partner
	> Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	July 2026	LEAD > Director Strategy Culture and Diversity SUPPORT > Senior People Partner
	> Implement Cultural Respect and Safety KPIs for Leader Performance to ensure accountability, transparency, and regular assessment methods.	October 2026	LEAD > Director Strategy Culture and Diversity SUPPORT > Principal Consultant Organisational Development
	> Review and update inclusive terminology used in TAFE SA job advertisements.	September 2025	LEAD > Manager Employee Experience SUPPORT > Principal Consultant Inclusion and Equity
	> Research local Aboriginal distribution networks to advertise TAFE SA job vacancies to effectively reach Aboriginal and Torres Strait Islander communities and stakeholders.	September 2025	LEAD > Manager Employee Experience SUPPORT > Aboriginal Engagement Consultant
	> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	September 2025	LEAD > Director Workforce Alignment SUPPORT > Principal Consultant Inclusion and Equity
	> Gather data on recruitment, retention and progression of Aboriginal and Torres Islander staff and report feedback to key TAFE SA Committees to inform culturally inclusive practices.	September 2025	LEAD > Director Strategy Culture and Diversity SUPPORT > Workforce Analytics Consultant

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> ➤ Develop an Aboriginal identified Executive leadership role. 	October 2025	LEAD ➤ Chief Executive, TAFE SA
	<ul style="list-style-type: none"> ➤ Develop a mentoring program with Aboriginal and Torres Strait Islander trainees and graduates. 	February 2026	LEAD ➤ Director Strategy Culture and Diversity SUPPORT ➤ Deputy Director Organisational Development
	<ul style="list-style-type: none"> ➤ Identify workplace employment programs to create employment pathway opportunities for students. 	December 2025	LEAD ➤ Director Student Experience SUPPORT ➤ Manager Student Experience and Wellbeing
	<ul style="list-style-type: none"> ➤ Build a culturally safe workplace by developing resources that educate and inform the impacts of Colonial Load versus Cultural Load on Aboriginal staff. 	30 June 2026	LEAD ➤ Director Strategy Culture and Diversity SUPPORT ➤ Aboriginal Engagement Consultant
11 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> ➤ Consider an Aboriginal and Torres Strait Islander procurement strategy and an implementation plan. 	30 June 2026	LEAD ➤ Director Procurement and Contract Management SUPPORT ➤ Aboriginal Engagement Consultant
	<ul style="list-style-type: none"> ➤ Investigate The Circle - First Nations Entrepreneur Hub membership to support local SA Aboriginal and Torres Strait Islander businesses. 	October 2025	LEAD ➤ Director Procurement and Contract Management SUPPORT ➤ Aboriginal Principal Consultant
	<ul style="list-style-type: none"> ➤ Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. 	November 2025	LEAD ➤ Director Procurement and Contract Management SUPPORT ➤ Principal to Engagement
	<ul style="list-style-type: none"> ➤ Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	December 2025	LEAD ➤ Director Procurement and Contract Management SUPPORT ➤ Director Strategy Culture and Diversity
	<ul style="list-style-type: none"> ➤ Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. 	September 2025	LEAD ➤ Director Procurement and Contract Management SUPPORT ➤ Director Strategy Culture and Diversity





GOVERNANCE

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
12 Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	> Maintain and review Aboriginal and Torres Strait Islander representation on the RWG.	October 2025, 2026 June 2025, 2026, 2027 May 2025, 2026 August 2025, 2026	LEAD > Chair RAP Working Group SUPPORT > Director Strategy Culture and Diversity
	> Establish and apply a Terms of Reference for the RWG.	September 2025	LEAD > Chair RAP Working Group SUPPORT > Director Strategy Culture and Diversity
	> Meet at least four times yearly to drive and monitor RAP implementation.	October 2025, 2026 June 2025, 2026, 2027 May 2025, 2026 August 2025, 2026	LEAD > Chair RAP Working Group SUPPORT > Director Strategy Culture and Diversity
13 Provide appropriate support for effective implementation of RAP commitments.	> Define resource and budget needs for RAP implementation.	June 2025	LEAD > Director Strategy Culture and Diversity SUPPORT > Finance Business Partner
	> Engage our senior leaders and other staff in the delivery of RAP commitments and agree to delivery strategy.	October 2025	LEAD > Chair RAP Working Group SUPPORT > Director Strategy Culture and Diversity

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> ➤ Create and maintain an appropriate RAP reporting system to track, measure and report on RAP commitment. 	October 2025	<p>LEAD</p> <ul style="list-style-type: none"> ➤ Director Strategy Culture and Diversity <p>SUPPORT</p> <ul style="list-style-type: none"> ➤ Workforce Analytics Consultant
	<ul style="list-style-type: none"> ➤ Appoint and maintain an internal RAP Champion from senior leaders group. 	October 2025	<p>LEAD</p> <ul style="list-style-type: none"> ➤ Chair RAP Working Group <p>SUPPORT</p> <ul style="list-style-type: none"> ➤ Director Strategy Culture and Diversity
14 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> ➤ TAFE SA Elders Advisory Group meets quarterly to provide advice and recommendations to TAFE SA. 	October 2024	<p>LEAD</p> <ul style="list-style-type: none"> ➤ Chair RAP Working Group <p>SUPPORT</p> <ul style="list-style-type: none"> ➤ Director Strategy Culture and Diversity
	<ul style="list-style-type: none"> ➤ 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. 	October 2025, 2026	<p>LEAD</p> <ul style="list-style-type: none"> ➤ Director Strategy Culture and Diversity <p>SUPPORT</p> <ul style="list-style-type: none"> ➤ Aboriginal Engagement Consultant
	<ul style="list-style-type: none"> ➤ Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey. 	July 2025, 2026	<p>LEAD</p> <ul style="list-style-type: none"> ➤ Director Strategy Culture and Diversity <p>SUPPORT</p> <ul style="list-style-type: none"> ➤ Executive Assistant People and Culture
	<ul style="list-style-type: none"> ➤ Complete and submit the annual RAP Impact Survey to Reconciliation Australia. 	September 2025, 2026	<p>LEAD</p> <ul style="list-style-type: none"> ➤ Director Strategy Culture and Diversity <p>SUPPORT</p> <ul style="list-style-type: none"> ➤ Executive Assistant People and Culture
	<ul style="list-style-type: none"> ➤ Ensure TAFE SA undertake a RAP review at the end of year one to measure implementation. 	November 2025, 2026	<p>LEAD</p> <ul style="list-style-type: none"> ➤ Director Strategy Culture and Diversity <p>SUPPORT</p> <ul style="list-style-type: none"> ➤ Principal Consultant Organisational Development
	<ul style="list-style-type: none"> ➤ Communicate the results and progress of the RAP to all staff, Directors, Executives, and senior leaders quarterly. 	<p>October 2025, 2026</p> <p>February 2025, 2026, 2027</p> <p>July 2025, 2026, 2027</p> <p>August 2025, 2026</p>	<p>LEAD</p> <ul style="list-style-type: none"> ➤ Chair RAP Working Group <p>SUPPORT</p> <ul style="list-style-type: none"> ➤ Director Public Affairs and Partnerships.

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings annually. 	May 2025, 2026	<p>LEAD</p> <ul style="list-style-type: none"> Chair RAP Working Group <p>SUPPORT</p> <ul style="list-style-type: none"> Director Strategy Culture and Diversity
	<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. 	May 2026	<p>LEAD</p> <ul style="list-style-type: none"> Director Strategy Culture and Diversity
	<ul style="list-style-type: none"> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. 	July 2026	<p>LEAD</p> <ul style="list-style-type: none"> Director Strategy Culture and Diversity <p>SUPPORT</p> <ul style="list-style-type: none"> Workforce Analytics Consultant
15 Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	April 2026	<p>LEAD</p> <ul style="list-style-type: none"> Director Strategy Culture and Diversity



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If you are a person who is Deaf, hard of hearing or have a speech impairment, contact us through the National Relay Service relayservice.gov.au

All individuals depicted in the images within the Innovate RAP are current or former members of the TAFE SA community, including students and staff.



