



RECONCILIATION ACTION PLAN

SEPTEMBER 2020 - SEPTEMBER 2021



RECONCILIATION
ACTION PLAN

REFLECT

TAFE VICTORIA

the
Gordon

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ARTWORK

The Gordon City Campus



The Gordon East Campus



About the artist

My name is Billy-Jay O'Toole I am a proud Wadawurrung man. I reside on country in Mount Duneed, I work as a Cultural Heritage representative at Wadawurrung Aboriginal Corporation. The requirements of a Cultural Heritage worker is to walk over sites on country finding artefacts and many other sites with cultural significance. This instills our history and learning the stories of our old people.

I also have a joint role with Wadawurrung and Great Ocean Road Coastal Committee to collaboratively manage and observe the significant cultural heritage sites on Wadawurrung country. I am passionate about both my roles and responsibilities. To be able to find the evidence that our ancestors have left behind many thousands of years ago is culturally rewarding. It is evidence of our old people leaving their knowledge for our future generations to learn. I connect to stories with artwork, I am not a traditional artist but use stories of my country to paint and to educate all. My biggest achievement was designing Geelong's Football Club's first ever indigenous jumper back in 2013 as a 15 year old boy.



About the artwork

My artworks tells a story of Wadawurrung country.

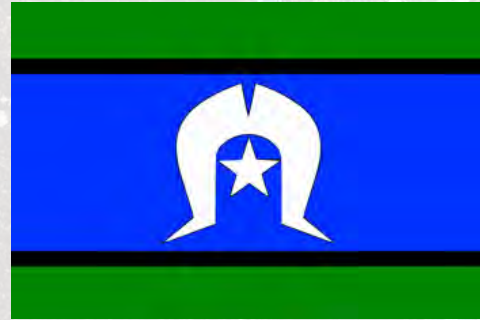
The Gordon City Campus:

- Blue section represents the coastal waters with the side section representing Fresh Water Creek coming together
- Gathering symbols down the bottom represents people hunting and coming together on the coast, cook, eat, and conduct cultural ceremonies and create midden sites
- The bright red sunset is seen along Wadawurrung coastline
- Bundjil the eagle and Waa the crow are the two moieties of Wadawurrung
- Eucalyptus leaves represent healing and cleansing of country, a traditional smoking ceremony of welcoming and cleansing visitors. The mountains represent Wurdi Youang (You Yangs) place of cultural significance for Wadawurrung people.

The Gordon East Campus:

- Bunjil's Country - the story of Bunjil flying over the landscape.

ACKNOWLEDGEMENT OF COUNTRY



The Gordon would like to respectfully acknowledge the Traditional Owners throughout Victoria and acknowledge their ancestors and Elders past, present and emerging who have taught their children and adults on this land.

Our facilities recognise the Traditional Custodians and land of our following campuses,

- Geelong City campus – Wadawurrung Country
- East Geelong campus - Wadawurrung Country
- Werribee campuses - Wadawurrung, Woiwurrung and Boonwurrung Country.

We acknowledge the hardships, the destruction, disrespect, the impact on traditional language, and the harm to First Nations peoples ancestors that was endured following colonisation, and the devastating impacts of that, which are still evident and felt today within the spirit and manipulation to country and natural process's on country, that caused destruction to their country waterways, cultural values, and song lines connected to country.

The Traditional Owners and First Nations people have been subject to many past practices that have heavily and deeply impacted on their people and culture. With strength, they have managed to advocate, survive and thrive. This demonstrates enormous inner spirit, connection to Country, strength, resilience and adaptability.

Traditional Owners are determined and culturally committed to their cultural obligations to see their unique cultural heritage and cultural values protected and respected.

Throughout this RAP the term Aboriginal is used to refer, and is inclusive of, Aboriginal and Torres Strait Islander people/communities.

MESSAGE FROM TRADITIONAL OWNER, WADAWURRUNG COUNTRY



We acknowledge our Ancestors and our Elders past and present. We Acknowledge Bunjil, our creator spirit of our beautiful country and thank him for continuing to watch over country today and beyond.

We acknowledge that our Ancestors traditionally nurtured and cared for Wadawurrung Country for tens of thousands of years, and in return the country cared for them with healthy nourished country and water providing a sustainable life.

Today Wadawurrung people continue to care for the land, waters and intangible heritage of their land. Wadawurrung Country covers over 10,000 square kilometres from the Great Dividing Range in the north to the coast in the south, from the Werribee River in the east, and to Aireys Inlet in the west, which includes Geelong and Ballarat.

As a Wadawurrung Traditional women and community person, I understand the vital importance of a Reconciliation Action Plan. The plan will outline our strong commitment and engagement, outlining objectives and actions to move forward for reconciliation for better education opportunities and outcomes for Aboriginal people and community.

It's vital in establishing strong collaborative relationships of shared understanding, commitment and building respectful relationships for positive change and rewarding outcomes for all.

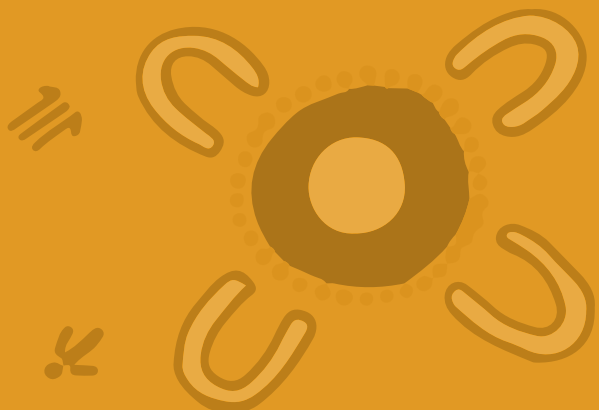


It is critical to walk together on a respectful shared journey of understanding. A Reconciliation Action Plan will guide our commitment to a culturally safe journey together.

Koling wada-nyal , Yan yaneekan werryt ngal ngal-la

Let us walk together, walk the journey to reconcile.

Corrina Eccles



MESSAGE FROM RECONCILIATION AUSTRALIA

Reconciliation Australia is delighted to welcome The Gordon Institute of TAFE to the Reconciliation Action Plan (RAP) program and to formally endorse its inaugural Reflect RAP.

As a member of the RAP community, The Gordon Institute of TAFE joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Reflect RAP provides The Gordon Institute of TAFE a roadmap to begin its reconciliation journey. Through implementing a Reflect RAP, The Gordon Institute of TAFE will lay the foundations for future RAPs and reconciliation initiatives.

We wish The Gordon Institute of TAFE well as it takes these first critical steps in its reconciliation journey. We encourage the organisation to embrace this journey with open hearts and minds, to grow from the challenges, and to build on the successes.



As the Council for Aboriginal Reconciliation reminded the nation in its final report:

“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

On behalf of Reconciliation Australia, I commend The Gordon Institute of TAFE on its first RAP, and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

MESSAGE FROM THE GORDON

On behalf of The Gordon Institute of TAFE, I am proud to present our inaugural Reconciliation Action Plan (RAP) 2020-2021. This is an important element of our ongoing engagement with Aboriginal and Torres Strait Islander people. The plan reaffirms our commitment to working with the wisdom of the Aboriginal and Torres Strait Islander people, their culture, spirituality and history.

The Gordon has a 133-year history of working with community, business, industry and government to deliver responsive education and training of the highest quality. We provide access and opportunity for individuals who want to forge a new life within a transformative economy. The training we offer is the foundation on which our community continues to evolve.

We are one of the largest regional TAFEs in Victoria, delivering training to more than 15,000 students each year. Many of these students are from Aboriginal and Torres Strait Islander backgrounds – a result of our commitment to delivering inclusive and culturally appropriate training across the region.

However, we know there is more that we can do. Our Reconciliation Action Plan sets out how we at The Gordon can benefit from Aboriginal and Torres Strait Islander knowledge. To do this we need to build our collaborative engagement with our Aboriginal community. With partnerships and understanding we will improve our own understanding, practices and learnings.



Our plan celebrates Aboriginal culture, is a framework of action for better outcomes, promotes reconciliation, and presents a vision where Aboriginal and Torres Strait Islander people participate equally in our education facilities.

I look forward to the practical implementation of the plan and welcome ongoing community engagement as we work and learn together.

Joe Ormeno
Chief Executive Officer
The Gordon



Kitjarra Wurrun-geen "Our talking house"

OUR VISION FOR RECONCILIATION

Our business

The Gordon is a diverse organisation that is committed to respecting and celebrating the region's Aboriginal and Torres Strait Islander heritage. As one of the largest regional TAFEs in Victoria, The Gordon is strategically placed to make a significant contribution towards reconciliation with all Australians, including Aboriginal and Torres Strait Islander peoples who live, work, and study in our region.

Aboriginal and Torres Strait Islander education is focused primarily on supporting educational opportunities and outcomes for Aboriginal and Torres Strait Islander students. Reconciliation in education can encompass pedagogies and practices for supporting Aboriginal and Torres Strait Islander student's learning, but is further focused on engaging all students, staff, and indeed all members of the educational community with the importance of reconciliation, and Aboriginal and Torres Strait Islander peoples history and culture.

We have been helping people gain real skills for real jobs for over 130 years, and we pride ourselves on delivering a great range of options in vocational 'hands-on' training with one of the most comprehensive suites of courses in Western Victoria.

Students can choose from hundreds of short courses and nationally accredited qualifications across apprenticeships, traineeships, certificates, diplomas, and advanced diplomas, which can lead to a great career or create a pathway to university.

Vision

The first choice for skills, learning, inspiring, transforming.

Mission

- Providing an enriching student experience that promotes pathways to further study and employment

- Leading the skilling of industries and communities
- Ensuring Institute success through sound financial management, strategic partnerships and commercial innovation.

Values

Our core values support our commitment to reconciliation:

- Step up and take a risk
- Show respect
- Take responsibility
- Always positive

As a values based organisation we demonstrate our values through our behaviours and as such, The Gordon has identified and adopted a set of trademark behaviours. Identified and implemented by staff, these behaviours provide a framework for us to model, reward and address behaviours in support of our strategic objectives. These behaviours guide everything we do, creating a positive work environment where staff and students have the opportunity to reach their potential. Our trademark behaviours are underpinned by our staff Code of Conduct, the Charter of Student Rights and Responsibilities, and specific provisions for teachers detailed in the Teachers' Handbook.

The Gordon is committed to providing a collegiate and rewarding professional environment where both individuals and the organisation can thrive. Underpinning our strategic priority to become a high performing Institute are our organisational values and commitment to ensure high levels of staff engagement as we work towards achieving our strategic objectives. In 2019, the headcount of employees across the Institute was 964. Six of these employees are Aboriginal or Torres Strait Islander people.

From Geelong, Victoria, around Australia and overseas, thousands choose to study with us each year via flexible options including on-campus, full and part-time, off-campus, online, and in the workplace.

Our campuses

Geelong City Campus

2 Fenwick Street,
Geelong, Victoria
Australia 3220

Werribee Campus

24 Watton Street
Werribee, Victoria
Australia 3030

Hoppers Crossing Trades Campus

195 Old Geelong Road
Hoppers Crossing, Victoria
Australia 3029

East Geelong Campus

Boundary Road,
East Geelong, Victoria
Australia 3219

Werribee Princes Campus

180 Princes Highway
Werribee, Victoria
Australia 3030

Colac Trade Training Centre

173 Queen Street
Colac, Victoria
Australia 3250

Werribee Learning Centre

9 Bridge Street
Werribee, Victoria
Australia 3030



Bannockburn ●

The Gordon City Campus ●
The Gordon East Campus ●

Geelong

Colac
● Colac Trade Training Centre

Anglesea

Torquay

Barwon
Heads

Sorrento

Queenscliff

St Leonards

Portarlington

Corio Bay

Port Phillip Bay

The Gordon Hoppers Crossing Trades Campus ●

Werribee

The Gordon Werribee Campus ●

The Gordon Princes Campus ●

Melbourne

OUR RAP

At The Gordon we believe that vocational education and training plays a vital role in achieving a united Australia. Education is a potent tool for reconciling histories; a pathway to personal and social growth that bridges misunderstanding; and a bedrock for tangible and robust change. Education is a foundation for empowerment, engagement and transformation.

We recognise that our nation's history of discrimination has impacted on all aspects of Aboriginal and Torres Strait Islander life – and this discrimination has actively contributed to underrepresentation in institutions like The Gordon. The institute therefore seeks to build on our work to date and to use the Reconciliation Action Plan as a guide to engaging anew with the Aboriginal and Torres Strait Islander community. Through the RAP, we seek to reconcile, grow and bring about manifest change. Our vision is for a community where Aboriginal and Torres Strait Islander peoples participate equally and equitably in all aspects of life.

The Reconciliation Action Plan has received strong commitment at all levels across the institute. It is a standing agenda item at each institute Board Meeting to monitor progress, actions and deliverables. At the Board level, the Aboriginal and Torres Strait Islander portfolio is led by the Chief Executive Officer, who is also a member of the Reconciliation Action Plan Working Group.





RAP Working Group

Our commitment to reconciliation is championed by The Gordon's first Reconciliation Action Plan Working Group.

The group was established in September 2020 to assist with the development and implementation of this plan and is made up of people from across our entire organisation.

The group includes the CEO of the institute, Director of Education, Wadawurrung Traditional Owner, members of our senior management team, staff members, students and Aboriginal and Torres Strait Islander peoples from local Community.

The Reconciliation Working Group is chaired by Katrina Hassett, Manager Student Engagement and Support.

Member	Position
Katrina Hassett	Manager Student Engagement and Support (Chairperson)
Joe Ormeno	CEO
Susan Spozetta	Director of Education
Corrina Eccles	Wadawurrung Traditional Owner & Gordon Board Member
Wayne Ketchen	Head of Centre Construction and Design
Nicole Witham	Student Wellbeing Services Coordinator
Tracey Jeffrey	Manager Careers and Training Services
Jasmine Kildea	The Gordon Aboriginal Liaison Officer
Brett Smith	Community Projects Coordinator, GTEC
Michelle Alchin	Teacher – Community Services
Cara Denigan	Teacher – Advance Design and Building
Tania Rue	Teacher – Children's Services
Sandra Brogden	Koorie Education Coordinator, Barwon
Richard Fry	Department of Education and Training
Shu Brown	Aboriginal Partnerships Advisor, Barwon Water
Kaley Nicholson	Aboriginal Workforce Engagement Advisor, City of Greater Geelong Aboriginal Education Advisory Committee Member*

* The Aboriginal Education Advisory Group provides advice to The Gordon on education, training and employment for Aboriginal and Torres Strait Islander peoples. Membership is made up of Traditional Owners, Community Elders and members, meeting each term. The Reconciliation Action Plan has been added as an ongoing agenda item for consultation, feedback and implementation guidance.

To build an understanding and awareness the group participated in:

- **Cultural Awareness Training**

The full day session was delivered by Wan-Yaari Aboriginal Consultancy Services. The training was designed to improve understanding, awareness and respect of Aboriginal history and culture. Topics included; Welcome to Country and Acknowledgement of Country, historical timelines, Aboriginal identity, Aboriginal maps, overview of government policies and initiatives, Stolen Generations.

- **On Country Tour with Traditional Owners**

The group set off on a day activity with Traditional Owner Stephanie from Wadawurrung Aboriginal Corporation. Starting with a moving Welcome to Country, we visited sites in Mt Duneed and Bells Beach, finishing at Narana Aboriginal Cultural Centre.





WHAT DOES RECONCILIATION MEAN TO ME

Tania Rue

ECEC Teacher - Early Childhood Education and Care
The Gordon

My vision for reconciliation is about respect, respect for people, land, and country. We need a social change to be inclusive and close the gap for better outcomes for all people calling this great land Australia home. Working together to acknowledge country, share stories of the land and people and be culturally inclusive within local content of the First Nations peoples is what I feel we should be working towards.



Brett Smith

Community Projects Coordinator
GTEC | The Gordon

Reconciliation for me as a non-Indigenous person is about recognising Aboriginal people as the Traditional Land Owners and acknowledging the true history of Australia. This includes acknowledging that an invasion, genocide and a white Australia policy took place and the ramifications from this have made it difficult for Indigenous people to move forward. Acknowledging this truth allows Aboriginal people a space to reflect and begin to heal. Moving forward, reconciliation needs to respect traditional learning, and appreciate that Aboriginal people have cared, nurtured and maintained the land for thousands of years. I believe we can learn from Aboriginal people about how to care for the environment better than we currently are. We need to acknowledge the connection Aboriginal people have with the land both physically and spiritually.



Jasmine Kildea

Aboriginal Liaison Officer
The Gordon

For me, reconciliation is about acknowledging past wrong doings, and understanding the effects that these wrongs have caused Aboriginal and Torres Strait Islander people and communities in the past, and today. It is about coming together and building positive, understanding and respectful relationships that enable us to learn and work together to address the divisions in all areas of disadvantage and inequality between Aboriginal and non-Aboriginal people.

I also see an important part of reconciliation as acknowledging the continued cultural and spiritual connections that Aboriginal people have today, respecting cultural protocols, and together embracing, sharing and celebrating Aboriginal culture as the oldest, richest living culture in the world. In our education setting, I believe that reconciliation means creating a culturally inclusive and respectful working and learning environment, that provides culturally safe engagement, inclusivity, and wide ranging opportunities and supports to our Aboriginal and Torres Strait Islander students and workers. As well as providing meaningful opportunities for all students and staff to share in cultural celebrations and learnings together.



Skye Fox

Diploma of Nursing Student
The Gordon

Reconciliation to me means coming together, supporting each other through life's challenges - good or bad. Working towards overcoming the division and inequality between Aboriginal and non-Aboriginal people. I'm a proud mum, daughter, sister, Aunty, niece, friend and Aboriginal student. I pride myself in my ability to teach my children where we came from and how we faced what we faced for the life we have today. As an Aboriginal student I've faced many challenges to get where I am today. I'm so lucky to have had the support from The Gordon to help make my dreams come true to become the nurse I want to be and giving me the opportunity to show my kids that you can be whatever you want to be. All you need is to believe, the right mindset, determination and have an amazing support network, which I'm extremely grateful I found whilst studying. Mistakes are proof that you're trying. Be fearless to follow your dreams and always strive to be better than you were yesterday.





CURRENT STUDENT ACTIVITIES

The Gordon celebrated NAIDOC throughout the week of 15 - 19 July, 2019. The Geelong Technical Education Centre (GTEC) has a proud history of being involved in NAIDOC events and took on 2019 with a whole hearted approach.

The VCAL (Victorian Certificate of Applied Learning) and VCE (Victorian Certificate of Education) students, along with teaching staff, Aboriginal Liaison and Marketing, put together an event that was celebrated by all staff, students and community.

The highlight from the event was their project with Indigenous Hip Hop Projects. The students wrote lyrics and performed, singing their scribed lyrics, making a video around the NAIDOC theme Voice, Treaty and Truth.

The event brought together the community through music, dance, telling stories past and present “walking together and working together for a shared future”.

You can watch the IHHP | The Gordon Geelong - Voice Treaty Truth video here:

<https://www.youtube.com/watch?v=fS5pshxzQml>







RELATIONSHIPS



Action	Deliverable	Timeframe	Responsibility
1. Raise internal and external awareness of our RAP	• Identify key staff to become ‘champions’ to raise awareness and promote the RAP across The Gordon	September 2020	Chief Executive Officer
	• Development of promotional material such as banners and screen savers to be distributed and displayed across The Gordon’s campuses	September 2020	Director Student and Industry Engagement
	• Attend community events to promote awareness of the RAP	September 2020 - 2021	Chief Executive Officer
	• Develop a promotional plan for the launch of the RAP including marketing and social media.	October 2020	Director Student and Industry Engagement
	• Engage Aboriginal community member to design RAP artwork	September 2020	Director Student and Industry Engagement
	• Ensure the RAP is included in all annual operating department plans	March 2021	Chief Executive Officer
2. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	• Development of a database of key Aboriginal organisations, Traditional Owners, Elders and Respected Persons, key stakeholders, community groups and individuals	November 2020	Director Student and Industry Engagement
	• Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area through liaison with Traditional Owners and the Aboriginal Education Advisory Committee	November 2020	Director Student and Industry Engagement
	• Research and develop best practice and principles policy that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations	March 2021	Director Student and Industry Engagement
	• Hold an event to meet with local Aboriginal organisations and individuals to build relationships and understanding (who and what they do) to inform delivery options. Event to potentially be held 3 times per year	December, March, June 2020 - 2021	Director of Education
	• Review and analyse support required at The Gordon for engagement and support of students, strengthen existing relationships, establish new relationships and build formal connections with the local Aboriginal community	December 2020	Director Student and Industry Engagement
	• Formalise MOU with Wathaurong Aboriginal Cooperative and deliver courses in collaboration	July 2021	Chief Executive Officer
	• Maintain engagement and working relationship with the Local Aboriginal Education Consultative Groups (LAECG) to keep informed on community education needs and other networks with a focus on Aboriginal and Torres Strait Islander education and employment	September, March, July 2020 - 2021	Director Student and Industry Engagement
	• Increase and widen engagement with Traditional Owners, Wadawurrung Corporation, existing Aboriginal and Torres Strait Islander programs throughout the RAP process	September 2020 - 2021	Chief Executive Officer

Action	Deliverable	Timeframe	Responsibility
3. Build relationships through celebrating National Reconciliation Week (NRW)	<ul style="list-style-type: none"> Promote and circulate Reconciliation Australia's NRW resources and reconciliation materials to staff. Including marketing mediums such as staff portal, screen savers, email signatures 	May 2021	Director of People and Quality
	<ul style="list-style-type: none"> RAP Working Group members to participate in external event to recognise and celebrate NRW 	May 2021	Chief Operating Officer
	<ul style="list-style-type: none"> Encourage all staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. Promote to staff through Learning and Wellbeing programs and through course delivery to students 	May 2021	Director of People and Quality
4. Promote reconciliation through our sphere of influence	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all staff. 	October 2020	Chief Executive Officer
	<ul style="list-style-type: none"> Identify external stakeholders that our organisation can engage with on our reconciliation journey 	December 2020	Chief Executive Officer
	<ul style="list-style-type: none"> Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey 	February 2021	Chief Executive Officer
5. Promote positive race relations through anti-discrimination strategies	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination 	June 2021	Director of People and Quality
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs 	September 2021	Director of People and Quality
	<ul style="list-style-type: none"> Research and develop best practice and principles policy that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations 	March 2021	Director Student and Industry Engagement



RESPECT



Action	Deliverable	Timeframe	Responsibility
1. Build respect for Aboriginal and Torres Strait Islander cultures by celebrating NAIDOC Week	<ul style="list-style-type: none"> Raise awareness and promote information about the meaning of NAIDOC Week amongst The Gordon's staff and students 	June, July 2021	Director of People and Quality
	<ul style="list-style-type: none"> Ensure our RAP Working Group participates in an external NAIDOC Week event 	July 2021	RAP Working Group Chairperson
	<ul style="list-style-type: none"> Encourage staff to attend NAIDOC Week celebrations within the local community and at other organisations in the region by promoting external events in our local area to all staff via a communication plan 	June, July 2021	Director of People and Quality
	<ul style="list-style-type: none"> Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate in community events during NAIDOC Week 	June, July 2021	Director of People and Quality
	<ul style="list-style-type: none"> Hold a NAIDOC Week event for staff and students engaging local Aboriginal community members to attend. Support staff to attend community NAIDOC events 	July 2021	Director of People and Quality
2. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	<ul style="list-style-type: none"> Engage Traditional Owners and local Aboriginal and Torres Strait Islander groups to deliver relevant Cultural Awareness Training 	November 2020, June 2021	Director of People and Quality
	<ul style="list-style-type: none"> Development of a professional development plan for Aboriginal Cultural Awareness Training for all Gordon staff to increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. This includes cultural awareness training, on country tours, Traditional Owner cultural awareness, and unconscious bias training 	March 2021	Director of People and Quality
	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation through a staff focus group 	December 2020	Director of People and Quality
	<ul style="list-style-type: none"> Provide opportunities for staff to attend on country cultural education tours with Traditional Owners 	March, September 2021	Director of People and Quality
	<ul style="list-style-type: none"> Explore options including staff feedback, to include Aboriginal cultural awareness training in The Gordon's corporate inductions and staff online induction activities 	October 2020	Director of People and Quality
	<ul style="list-style-type: none"> Audit and review cultural education delivery to ensure content is inclusive of local history, people, and land. Incorporate and embed cultural learning within teaching delivery 	April 2021	Director of Education

Action	Deliverable	Timeframe	Responsibility
3. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols 	March 2021	Director of People and Quality
	<ul style="list-style-type: none"> Develop and implement Acknowledgement of Country protocols across The Gordon. Incorporate an Acknowledgement of Country on all of our marketing materials/templates 	November 2020	Director of Student and Industry Engagement
	<ul style="list-style-type: none"> Improve visual representation of Aboriginal culture across The Gordon's campuses including; rooms named in Wadawurrung language, Aboriginal artwork, signage and acknowledgment plaques. Develop an understanding of the local Traditional Owners or custodians of the lands and waters within our organisation's operational area with a Traditional Owner event held at a minimum once per year 	September 2021	Chief Operating Officer
	<ul style="list-style-type: none"> Invite a Traditional Owner to provide a Welcome to Country to at least two significant events each year 	March 2021, July 2021	Director of Student and Industry Engagement
4. Development of a calendar of event and key dates to celebrate/acknowledge	<ul style="list-style-type: none"> Develop a calendar of significant dates to be acknowledged and celebrated at The Gordon 	January 2021	Director of People and Quality
	<ul style="list-style-type: none"> Encourage staff participation in Aboriginal and Torres Strait Islander dates of significance through delivering a minimum of 4 cultural events per year 	April, August 2021	Chief Operating Officer
	<ul style="list-style-type: none"> Promote calendar of significant dates for all staff and students. Ensure CEO messages are delivered to staff regarding day, meaning and themes. Ensure HR sends staff-all emails on significant dates with explanation of significance and educational fun facts 	February - September 2021	Chief Executive Officer, Director of People and Quality
	<ul style="list-style-type: none"> Display educational information about significant dates on digital screens and notice boards across the campuses and on staff computer screensavers 	February - September 2021	Director of Student and Industry Engagement

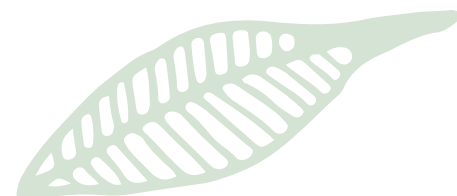


OPPORTUNITIES



Action	Deliverable	Timeframe	Responsibility
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	• Development and implementation of an Aboriginal Employment Strategy	April 2021	Director of People and Quality
	• Build understanding of current Aboriginal and Torres Strait Islander staffing through Wurreker reporting measures and hold a focus group with staff to inform future employment and professional development opportunities	March 2021	Director of People and Quality
	• Engage and partner with a local Aboriginal business to provide Aboriginal recruitment services and increase Aboriginal employment at The Gordon	September 2021	Director of People and Quality
	• Provide engagement and career development opportunities to Aboriginal and Torres Strait Islander staff to support specific training and qualifications	September 2020 – September 2021	Director of People and Quality
	• Track and implement strategies to improve Aboriginal and Torres Strait Islander staff retention rates	April 2021	Director of People and Quality
	• Invite, negotiate and appoint qualified Traditional Owner, Elder or Respected Person onto relevant Gordon board and/or committees	September 2021	Chief Executive Officer
2. Provide Cultural support for staff and students	• Review and scope requirements including student and staff ratios at The Gordon to create a supportive and culturally appropriate environment, delivering appropriate supports to students. To be considered: <ul style="list-style-type: none"> » Male Aboriginal mentor to work with male students, particularly youth cohort aged 15-18yrs » Aboriginal Trainee for Aboriginal Education Administration role » Aboriginal study support staff and tutors » Teacher scholarships 	February 2021	Director of People and Quality Director of Student and Industry Engagement
	• Conduct a student survey and/or focus group to hear the voices of the students and identify the current experience of Aboriginal and Torres Strait Islander students	December 2020	Director of Student and Industry Engagement
	• Provide culturally appropriate mentoring and support for Aboriginal and Torres Strait Islander staff	February 2021	Director of People and Quality
	• Explore the opportunities to deliver cultural strengthening activities to Aboriginal and Torres Strait Islander staff and students	May 2021	Director of People and Quality
	• Explore options for alternate Kitjarra Teaching and Learning space in consultation with community representatives	September 2020	Director of Student and Industry Engagement

Action	Deliverable	Timeframe	Responsibility
3. Increase Aboriginal and Torres Strait Islander supplier diversity and support economic and social outcomes	• Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses	May 2021	Chief Operating Officer
	• Understand Supply Nation membership and investigate membership options		Chief Operating Officer
	• Explore opportunities to engage Aboriginal guest speakers into teaching delivery	December 2020, May 2021	Director of Education
	• Development of a database of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services	July 2021	Chief Operating Officer
	• Provide an opportunity for Aboriginal and Torres Strait Islander businesses, community groups and individuals to rent or utilise classrooms for session delivery and community programs	September 2021	Chief Operating Officer
4. Explore opportunities for Aboriginal and Torres Strait Islander Scholarships, Traineeships and specific programs/ courses	• Explore opportunities to create Aboriginal and Torres Strait Islander Traineeships	January 2021	Director of People and Quality
	• Employ Aboriginal and/or Torres Strait Islander teachers to deliver Aboriginal Cultural units in the Teacher Scholarship Program	September 2021	Director of Education
	• Work with community to fill education and training needs where possible and continue involvement in community working groups on new projects	September 2021	Director of Education
	• Establish the Mumgu-dhal certified program for vulnerable young people in Health and Community Services	September 2021	Chief Executive Officer



TRACKING PROGRESS & REPORTING

Action	Deliverable	Timeframe	Responsibility
1. Establish a Reconciliation Action Plan (RAP) Working Group	• Review and update the Terms of Reference for the RAP Working Group	September 2020	Chief Operating Officer
	• Review and update the roles and responsibilities of RAP Working Group to ensure it is effectively governing the RAP implementation	September 2020, March 2021	Chief Operating Officer
	• Review and schedule meetings to monitor and oversee the implementation and progress of the RAP	September 2020	Chief Operating Officer
	• Ensure Aboriginal and Torres Strait Islander peoples are represented and included in the RAP Working Group, including Traditional Owner, external community members and Aboriginal students	September 2020 - 2021	Chief Operating Officer
2. Provide appropriate support for effective implementation of RAP commitments	• Define resource needs for RAP implementation	September 2020	Chief Operating Officer
	• Engage senior leaders in the delivery of RAP commitments	December 2020	Chief Executive Officer
	• Define appropriate systems and capability to track, measure and report on RAP commitments	December 2020	Chief Operating Officer
3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia	September 2021	Director of People and Quality
	• Ensure RAP Working Group reviews achievements and challenges quarterly	December 2020, April, August 2021	Director of People and Quality
4. Continue our reconciliation journey by developing our next RAP	• Consult with internal and external stakeholders and community representatives to review and refresh RAP	July 2021	Chief Operating Officer
	• Register via Reconciliation Australia's website to begin developing our next RAP	June 2021	Chief Operating Officer





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Entrance

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The Gordon thanks Wan-Yaari Aboriginal Consultancy Services for their contribution and consultancy towards the development of The Gordon Reconciliation Action Plan

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