



Education Services Australia

Innovate Reconciliation Action Plan (RAP)
January 2023 – December 2024



Education
Services
Australia





Growing and learning: artist's statement

Creating impact starts at the core values and drive from the top to the bottom, embedding the need for better in everyday thinking. Change is lead by each diverse communities, and every action big or small has impact. Together we can co-create change for generations to come.

Cover artist Keisha Leon is an Aboriginal graphic designer and digital artist. She is a proud Waanyi-Kalkadoon (Mount Isa, Queensland) and Chinese woman. Keisha creates a visual story that is driven by culture and the modern world, connecting people, and helping create the narrative for the future.

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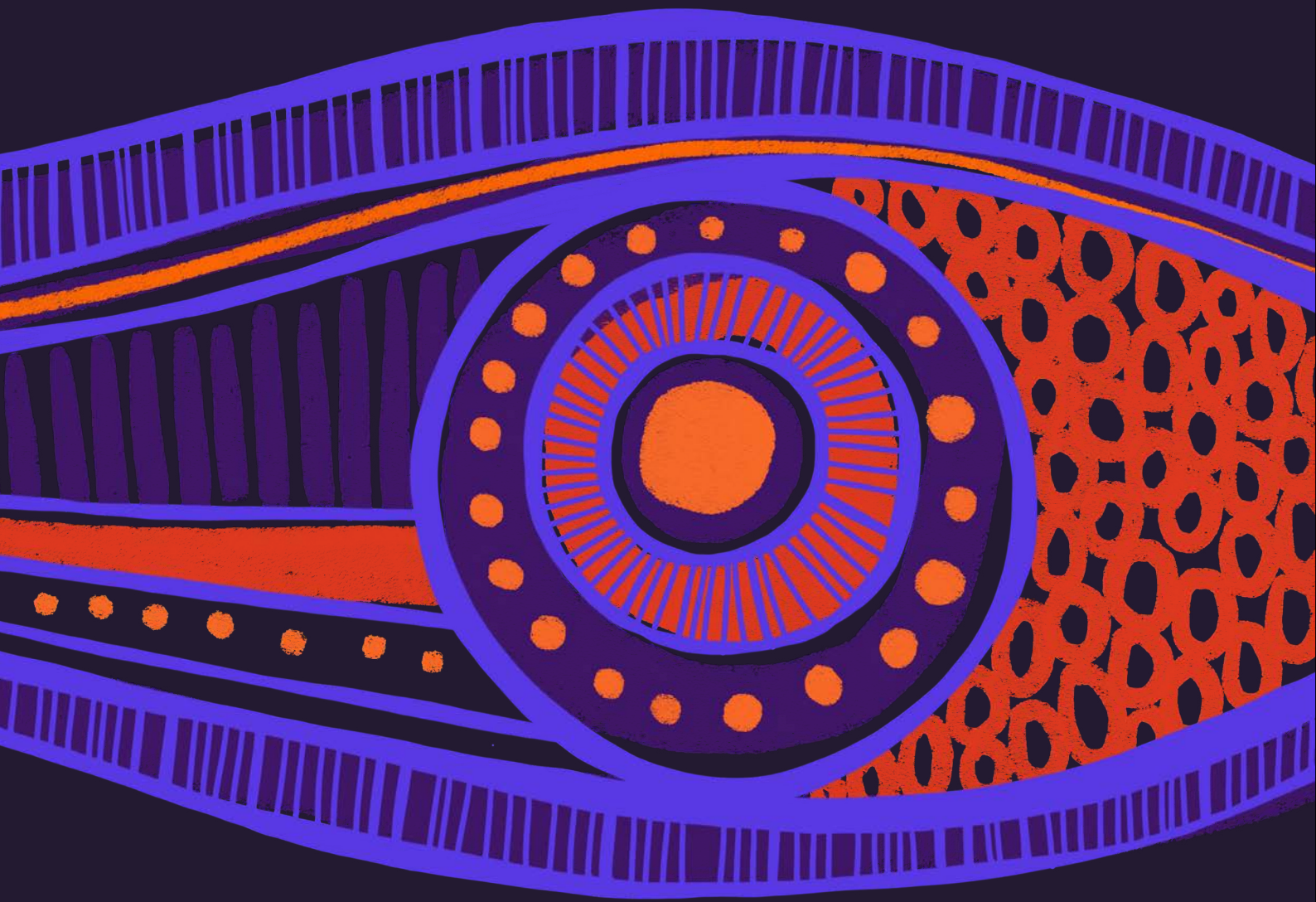
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Our vision for reconciliation

Education Services Australia's (ESA) vision is of a fair, just and equitable Australia, where every Australian student and teacher in every school has the opportunity to reach their potential, in particular, Aboriginal and Torres Strait Islander peoples.

Our Innovate RAP is aspirational in our commitment to being braver, more visible and impactful in our actions and practice.

We aim to achieve this by providing culturally inclusive and accessible high-quality projects, services and education technology platforms and strategically engaging stakeholders, delivery partners and staff in opportunities to develop a deep knowledge of and respect for Aboriginal and Torres Strait Islander peoples, histories and cultures. We will trial new approaches to build genuine relationships and foster respect through our work.

ESA acknowledges Aboriginal and Torres Strait Islander peoples as the First Australians and the Traditional Custodians of Australia and their continuing connection and contribution to lands, waters, communities and learning.

Message from Education Services Australia



I am pleased to announce that Education Services Australia's Innovate Reconciliation Action Plan (Innovate RAP) was formally endorsed by Reconciliation Australia in 2023. As the second in a four-stage RAP process, ESA's Innovate RAP further develops ESA commitment to reconciliation and builds on what we have learned through the implementation of our Reflect RAP over the past two years.

ESA has a longstanding commitment to embedding the diverse histories, perspectives, cultures and knowledges of Aboriginal and Torres Strait Islander peoples into our work. Our Innovate RAP embeds this commitment and commits us to practical and impactful reconciliation initiatives that align with the expectations of our ministerial owners and our company strategy.

We commit to building stronger relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples by developing and piloting innovative strategies that reflect the nature of our work and our stakeholder environment.

Our Innovate RAP expands the impact we seek to have on reconciliation in Australia through stronger and deeper relationships with Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights. It more actively seeks opportunities to ensure we achieve these objectives.

By recognising and learning from the strength and variety of Aboriginal and Torres Strait Islander communities and organisations, perspectives and knowledge, we aim to play a leading role in fulfilling the aims of the Alice Springs (Mparntwe) Education Declaration 2019 – better educational and life experiences and outcomes – not only for Aboriginal and Torres Strait Islander children, but for all children in Australia.

With all this in mind, I ask that each of you individually and collectively engage with me in our reconciliation journey.

Andrew Smith
Chief Executive Officer
Education Services Australia

Message from Reconciliation Australia



Reconciliation Australia commends Education Services Australia 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 Education Services Australia 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, Education Services Australia 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. Education Services Australia 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 Education Services Australia'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 Education Services Australia on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our business

ESA is a national not-for-profit company owned by all Australian education ministers and formed in 2010. ESA supports the delivery of national priorities and initiatives in preschools, schools, training and higher education sectors.

Our mission is to combine education and technology expertise to create and deliver national solutions that further education reform in Australia and contribute to improved student outcomes, enhanced teacher impact and stronger school communities.

ESA works in collaboration with all Australian education jurisdictions to provide technology-based products and services for education. Focused on advancing nationally agreed education initiatives, programs and projects, ESA has been established to:

- research, test and develop innovative technologies and communication systems for use in education
- devise, develop and deliver curriculum and assessment, professional development, career and information support services
- facilitate the pooling, sharing and distribution of knowledge, resources and services to support and promote e-learning
- support national infrastructure to ensure access to quality-assured systems and content and interoperability between individuals, entities and systems
- create, publish, disseminate and market curriculum and assessment materials, ICT-based solutions, products and services to support learning, teaching, leadership and administration.

ESA supports the access of all young Australians to high-quality schooling, and seeks to promote equity in schooling for Aboriginal and Torres Strait Islander peoples. ESA is situated in Melbourne, and has one office location. We have approximately 150 staff.

Our RAP

ESA aims to be the national digital service provider of choice for the Australian education sector; teachers and students use our services across all education jurisdictions. As a significant organisation within Australian education, ESA recognises that reconciliation between Aboriginal and Torres Strait Islander peoples and other Australians is the responsibility of all Australians. Education has an important and unique role in fostering respect for Aboriginal and Torres Strait Islander peoples, histories and cultures.

This Reconciliation Action Plan (RAP) acknowledges ESA's responsibility and commitment to being active in this space.

We developed this RAP taking into account:

- **The five dimensions of reconciliation**
 - race relations
 - equality and equity
 - institutional integrity
 - unity
 - historical acceptance
- **Enhancing our impact – ESA's three-year strategic plan 2021-23**

We will use our unique combination of education and technology expertise to create and deliver solutions that can be used to improve student outcomes and enhance performance across all education systems.
- **Alice Springs (Mparntwe) Education Declaration**

Australian Governments agreed on common goals for schooling in Australia through the Alice Springs (Mparntwe) Education Declaration, 2019. The agreed common goals for schooling of all Australian governments provide that schooling in Australia will be founded on the twin principles of equity and excellence.

- **National School Reform Agreement 2019-2023**

The National School Reform Agreement, signed by all Australian governments in 2018, outlines a set of strategic reforms in areas where national collaboration will have the greatest impact, builds on current national reform efforts, complements State and Territory leadership in each jurisdiction and supports local implementation.

ESA supports the Australian, state and territory governments to implement reform initiatives that make a difference to educational outcomes, including for Aboriginal and Torres Strait Islander students.

- **National Agreement on Closing the Gap targets for education and early childhood**

Particular reference to targets for early childhood, school education and pathways to further education or employment.

- **UN Declaration on the Rights of Indigenous Peoples**

ESA reaffirm the human rights of all Australians, we respect and recognise continuing customary laws, beliefs and traditions.

- **Learnings from Reflect RAP**

Our experiences of implementing the Reflect RAP highlighted a number of key learnings about the importance of:

- Building strong and enduring relationships with Aboriginal and Torres Strait Islander peoples and organisations based on trust and respect
 - Recognising and valuing Aboriginal and Torres Strait Islander self-determination, knowledges and histories
 - Creating a culturally safe environment for Aboriginal and Torres Strait Islander for staff, stakeholders and delivery partners, as it is beneficial to all
 - Building staff engagement in and awareness about reconciliation and culturally inclusive practices takes time and requires momentum
 - Embedding the RAP, reconciliation, and Aboriginal and Torres Strait Islander perspectives throughout our projects, services, and policy led with purposeful leadership.
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While ESA has achieved a lot on our Reflect reconciliation journey, some honest reflection informed by the 2021 ESA Cultural Awareness Survey highlights areas where we can still improve. In particular:

- Visible and active leadership to drive reconciliation commitment
 - Strategic and consistent communication and professional learning to support all staff to effectively engage in ESA's reconciliation action.
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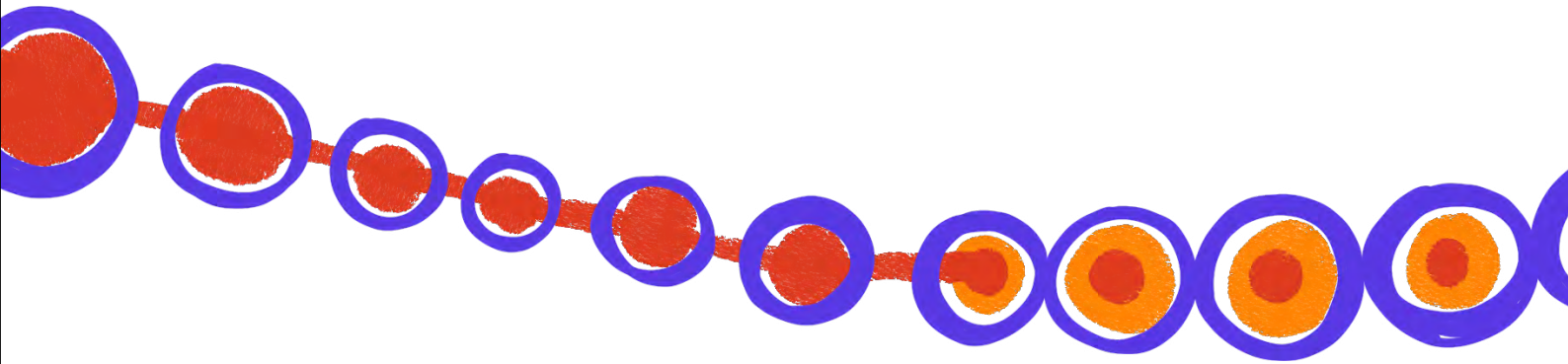
Our RAP journey so far

Our Reflect RAP built on ESA's longstanding commitment to embedding the diverse histories, perspectives, cultures and knowledges of Aboriginal and Torres Strait Islander peoples into our work. ESA launched our Reflect RAP in May 2020. Our Reflect RAP aimed to:

- raise staff awareness and understanding of Aboriginal and Torres Strait Islander histories, cultures and contributions
- raise staff awareness and understanding of reconciliation support materials and tools, such as company protocols
- embed a reconciliation perspective of cultural awareness, sensitivity and respect into our consciousness and practices
- encourage diversity in our employment
- investigate opportunities to work alongside Aboriginal and Torres Strait Islander contractors, suppliers, educators and subject matter experts
- build partnerships with local and national Aboriginal and Torres Strait Islander groups wherever possible
- promote Aboriginal and Torres Strait Islander cultures in our physical space, for example, through local artworks.

Outcomes from the Reflect RAP 2020-21 include:

- Strengthened relationships and partnership with Aboriginal and Torres Strait Islander peoples and organisations through our work:
 - exemplified in the English Language Learning for Indigenous Children Trial partnering with the Stronger Smarter Institute, the SCIS partnership with Deadly Science through Corey Tutt and our relationship with Jill West
 - participate, celebrate and promote NAIDOC Week
- Fostering of respect, awareness and understanding of Aboriginal and Torres Strait Islander peoples, cultures, histories and knowledges through
 - participate, celebrate and promote NRW
 - promotion of Narragunnawali Reconciliation Education Program to schools
 - development and publication of internal guidelines supporting staff working with First Nations organisations and communities
 - staff engagement in Acknowledgement of Country training, NRW and NAIDOC week activities
- Embedding of reconciliation into governance and policy:
 - employment policy
 - procurement policy – by ensuring compliance with Commonwealth Indigenous Participation Procurement rules,
 - expanding procurement diversity from Aboriginal and Torres Strait Islander owned businesses
 - membership with Supply Nation.



Our RAP Champions and Leaders

ESA's RAP Sponsor & Champion is Andrew Smith, CEO ESA

The RAP working group members are:

- Amanda Stephens, Product Director, Career Services
- Cameron Power, Chief Finance Officer & General Manager Corporate Services
- Cathy Danaher, Stakeholder and Partnerships Coordinator, myfuture
- Jill Wilson, Content/Resource Manager, Digital Teaching & Learning
- Leanne Robertson, Program Director, Digital Teaching & Learning
- Mary Munro, General Manager, People & Culture
- Nick Weideman, Deputy CEO (Co-chair & Executive Champion)
- Tugce Akyuz, Project Coordinator, Digital Teaching & Learning
- Vanessa Mills, People & Culture Business Partner, People & Culture (Co-chair)

External RAP Working Group Member:

- Jillian West, Bunurong and Palawa woman is our much valued, knowledgeable and respected First Nations representative on our RAP working group.

Relationships

ESA understands and commits to building strong, reciprocal relationships with Aboriginal and Torres Strait Islander communities, stakeholders and organisations to generate insights and enhance our positive impact on Australian education.

We aim to build relationships and engage with Aboriginal and Torres Strait Islander stakeholders and organisations to identify opportunities by understanding the specific educational challenges faced by First Nations educators, students, and communities. We believe it is essential

to be advised by Aboriginal and Torres Strait Islander peoples on issues that affect them and co-design solutions and monitor their impact.

Focus area from ESA Enhancing our impact – Strategic Plan 2021-23

Pillar 5

A trusted strategic partner that helps stakeholders to achieve their goals.

Success

Stakeholder satisfaction indicates alignment between ESA's reconciliation activities and the priorities of our stakeholders.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1. Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to review and improve ESA's Supporting partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations guidelines for future engagement.	June 2023 & 2024	Lead: CEO Support: People and Culture Business Partner
	2. Develop and implement an engagement plan that articulates how ESA will work with Aboriginal and Torres Strait Islander stakeholders and organisations on initiatives of mutual interest.	June 2023 & 2024	Lead: CEO Support: People and Culture Business Partner
	3. Trial new approaches to strengthen and expand relationships with First Nations stakeholders and organisations within our local area or sphere of influence, such as the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation, Bunurong Land Council Aboriginal Corporation, Indigenous Education Consultative Bodies, AIASTAS and the Stronger Smarter Institute.	June 2023 & 2024	Lead: General Manager Digital Teaching and Learning Support: Content/Resources Manager, DTL
2. Build relationships through celebrating National Reconciliation Week (NRW).	1. Circulate Reconciliation Australia's NRW resources and reconciliation materials across the organisation.	May 2023 & 2024	Lead: General Manager Digital Services Support: Marketing & Communication Manager/Marketing and Communications Coordinator
	2. Ensure RAP Working Group members participate in an external NRW event once per year.	27 May – 3 June 2023 & 2024	Lead: General Manager People & Culture Support: People & Culture Business Partner
	3. 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	Lead: General Manager People & Culture Support: Leadership Team
	4. Organise at least one NRW event each year.	27 May – 3 June 2023 & 2024	Lead: CEO Support: People and Culture Business Partner
	5. Develop a relationship with an Aboriginal and Torres Strait Islander organisation in the education sphere to partner with events on NRW events.	27 May – 3 June 2023 & 2024	Lead: CEO Support: People and Culture Business Partner
	6. Develop one commercial relationship with an Aboriginal and Torres Strait Islander business.	January 2023	Lead: General Manager Assessment Systems & Data Standards Support: ESA Executive Team

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	1. Develop and implement a staff engagement strategy to engage staff and communicate ESA's reconciliation actions to our workforce.	January 2023 & 2024	Lead: CEO Support: People and Culture Business Partner/ RAP WG Co-chair
	2. Communicate our commitment to reconciliation publicly, including improving our RAP presence on the ESA website, social media and communication platforms, positioning reconciliation as a commitment to our core company values.	January 2023 & 2024	Lead: CEO ESA Support: People and Culture Business Partner & Marketing & Communication Team Leader
	3. Amplify First Nations voices, and proactively engage our staff and external stakeholders and delivery partners in discussions to advance embedding reconciliation action in our core business.	January 2023 & January 2024	Lead: General Manager Digital Services Support: Marketing & Communication Team Leader/Marketing and Communications Coordinator
	4. Share stories of or insights from Aboriginal and Torres Strait Islander educators to promote reconciliation in education via ESA communication channels. This includes the ESA Book and Film Club focussing on books and films by Aboriginal and Torres Strait Islander writers and creators.	January 2023 July 2023 January 2024 July 2024	Lead: General Manager Digital Services Support: Marketing & Communications Team Leader /Marketing & Communication Specialist
	5. Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes in areas where we can achieve collaborative impact.	August 2023 & February 2024	Lead: CEO and Deputy CEO Support: Digital Teaching and Learning GM and Digital Services GM
	6. Collaborate with RAP and other like-minded organisations, ACARA, ACECQA, AITSL, and AERO to identify agreed initiatives of impact on the education sector to advance reconciliation.	January, April, July, October 2023 January, April, July, October 2024	Lead: CEO Support: People and Culture Business Partner
4. Promote positive race relations through anti-discrimination strategies.	1. Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	July 2023	Lead: General Manager People & Culture Support: People & Culture Business Partner
	2. Develop, implement and communicate an anti-discrimination policy for our organisation.	July 2023	Lead: General Manager People & Culture Support: People & Culture Business Partner
	3. Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	May 2023	Lead: General Manager People & Culture Support: People & Culture Business Partner
	4. Engage external experts to facilitate educating staff and senior leaders on the effects of racism.	July 2023	Lead: General Manager People & Culture Support: People & Culture Business Partner

Respect

As a significant organisation within Australian education, ESA recognises that reconciliation between Aboriginal and Torres Strait Islander peoples and other Australians is the responsibility of all Australians. Education has an important and unique role in fostering respect for Aboriginal and Torres Strait Islander peoples, histories and cultures. ESA supports the access of all young Australians to high-quality schooling and seeks to support equity in education for Aboriginal and Torres Strait Islander peoples.

Genuine inclusion requires creating an organisation that understands and respects Aboriginal and Torres Strait Islander cultures. ESA embraces a diverse workforce culture and is an equal employment opportunity (EEO) employer. Providing a culturally safe and welcoming environment is critical for our workplace diversity and inclusion strategy and planning.

Focus areas from ESA Enhancing our impact - Strategic Plan 2021-23

Pillar 5

A trusted strategic partner that helps stakeholders to achieve their goals.

Enable our people

to align HR strategy with organisation strategy, enhance communication and collaboration, facilitate skill growth and development, recruit and retain a skilled, engaged and diverse workforce, provide a healthy and safe workplace, and recognise and reward leaders and exemplars.

Success

- effective staff and stakeholder engagement and satisfaction
- alignment between ESA's RAP activities and the priorities of our stakeholders to achieve our reconciliation goals.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	1. Conduct a review of cultural learning needs within our organisation, drawing on the results of the staff cultural awareness survey 2021.	January 2023	Lead: General Manager People & Culture Support: People & Culture Business Support
	2. Consult local Traditional Owners and Aboriginal and Torres Strait Islander advisors on developing and implementing a cultural learning strategy.	January 2023	Lead: People & Culture Business Support: Content/ Resource Manager
	3. Develop, implement and communicate a cultural learning strategy for our staff.	January 2023	Lead: People & Culture Business Partner Support: Content/ Resource Manager/ Senior Project Manager DTL
	4. Identify opportunities within the internal communications plan to identify opportunities for improving ESA staff awareness, understanding and appreciation of Aboriginal and Torres Strait Islander communities; promote upcoming opportunities, and share how ESA is working in this space.	July 2023	Lead: General Manager Digital Services Support: Marketing & Communication Manager/ Marketing & Communications Coordinator
	5. Provide RAP Working Group members and other key leadership staff opportunities to participate in formal and structured cultural learning, including anti-racism and cultural safety, as a minimum once per year.	July 2023	Lead: General Manager People & Culture Support: People & Culture Business Partner

Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	1. Provide training on a yearly basis to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	January 2023	Lead: General Manager People & Culture Support: People & Culture Business Partner
	2. Develop, implement and communicate a cultural protocol document, including protocols and guidance for Welcome to Country and Acknowledgement of Country.	January 2023	Lead: General Manager People & Culture Support: People & Culture Business Partner
	3. Continue to have local Traditional Owners or Custodians provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	January 2023, January 2024	Lead: CEO Support: People and Culture Business Partner
	4. Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important internal and external meetings, including Board, staff, project and reference group meetings.	December 2023	Lead: CEO Support: Leadership Team
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	1. RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2023, July 2024	Lead: General Manager People & Culture Support: People and Culture Business Partner, CEO Office
	2. Communicate the provisions put in place and outlined in the ESA staff HR policies and processes to remove barriers to staff participating in NAIDOC Week.	July 2023 & 2024	Lead: General Manager People & Culture Support: People & Culture Business Partner
	3. Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2023 & 2024	Lead: CEO Support: Digital Services GM
8. Build respect for Aboriginal and Torres Strait Islander perspectives, knowledges, cultures and histories through inclusive and equitable work practices.	1. Develop, implement and communicate cultural protocols and guidance to embed equity, diversity and inclusion in ESA's product and system design, development and implementation processes and practices.	July 2023	Lead: Digital Services GM Support: User Experience Manager, Partner: National Aboriginal and Torres Strait Islanders Principals Association
	2. Enhance SCIS Data to cultivate respectful, culturally appropriate subject headings, descriptive cataloguing and presentation of data.	June 2023	Lead: Digital Services GM Support: RAP Co-chair
	3. Research and document personas to reflect the needs of Aboriginal and Torres Strait Islander students, teachers and parents and share across national agencies to assist in the development of online systems and resources.	October 2023	Lead: System Development GM. Support: User Experience Manager
	4. Research and document personas and guidelines for non-Indigenous teachers and students to assist in the development of resources that assist in the teaching of Aboriginal and Torres Strait Islander perspectives, knowledges, cultures and histories.	October 2023	Lead: System Development GM. Support: User Experience Manager

Opportunities

ESA is committed to genuinely engaging with Aboriginal and Torres Strait Islander peoples and organisations and our delivery partners to enable improved education, economic and social outcomes for First Nations peoples.

To do this we will focus on:

- improving Aboriginal and Torres Strait Islander employment opportunities at ESA, providing a culturally safe, enriching and supportive work environment, and working to increase representation in our workforce
- partnering with Aboriginal and Torres Strait Islander services and businesses to contribute to the successful delivery of our work
- supporting and facilitating schools to access Reconciliation Australia's Narragunnawali: Reconciliation in Education and AIASTIS Education programs.

Focus area from ESA Enhancing our impact – Strategic Plan 2021-23

Pillar 5

Strategically engage stakeholders to establish partnerships that help achieve their goals.

Purposeful engagement and focused engagement with stakeholders to understand their priorities, co-design solutions and monitor impact.

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	1. Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	January 2023 & 2024	Lead: General Manager People & Culture Support: People & Culture Business Partner
	2. Engage and connect with current and future Aboriginal and Torres Strait Islander staff to inform future employment and professional development opportunities and strategy.	January 2023 & 2024	Lead: General Manager People & Culture Support: People & Culture Business Partner
	3. Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy	March 2023	Lead: General Manager People & Culture Support: People & Culture Business Partner
	4. Explore internship or secondment opportunities for Aboriginal and Torres Strait Islander people.	January 2023 & 2024	Lead: General Manager People & Culture Support: People & Culture Business Partner
	5. Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	January 2023	Lead: General Manager People & Culture Support: People & Culture Business Partner
	6. Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	March 2023 & 2024	Lead: General Manager People & Culture Support: People & Culture Business Partner

Action	Deliverable	Timeline	Responsibility
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	1. Develop and proactively implement an Aboriginal and Torres Strait Islander procurement strategy ensure to budgeted procurement spend is directed to traditionally under-represented businesses where it can create greater social good.	February 2023	Lead: Chief Finance Officer & General Manager Corporate Services Support: Project Management Office Director/People and Culture Business Partner
	2. Renew Supply Nation membership and increase the number of ESA users representing all business areas.	February 2023 & 2024	Lead: Chief Finance Officer & General Manager Corporate Services Support: People and Culture Business Partner
	3. Develop and proactively communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff, stakeholders and delivery partners	July 2023 & July 2024	Lead: Chief Finance Officer and General Manager Corporate Services Support: Project Management Office Director
	4. Review, update and proactively communicate procurement practices to ensure barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses are removed.	January 2023	Lead: Chief Finance Officer & General Manager Corporate Services Support: Project Management Office Director
	5. Explore and implement strategies to increase EAS's overall annual procurement and key partner procurement with Aboriginal and Torres Strait Islander businesses.	January 2023 & June 2024	Lead: Chief Finance Officer & General Manager Corporate Services
11. Promote Reconciliation Australia's Narragunnawali: Reconciliation in Education and AIASTIS Education Strategy to Staff and external stakeholders.	1. Promote Reconciliation Australia's Narragunnawali: Reconciliation in Education program to all schools and early learning services in our network, and encourage these schools to develop their RAPs via the Narragunnawali platform.	July 2023	Lead: General Manager Digital Teaching and Learning Support: Project Manager, Digital Teaching & Learning
	2. Encourage engagement with professional learning resources and collaborate to identify opportunities for strengthening connections with Narragunnawali professional learning/RAP development processes and ESA's work in developing professional learning and resources for the education sector	August 2023 & May 2024	Lead: General Manager Digital Teaching & Learning Support: Project Manager, Digital Teaching & Learning
	3. Help promote and encourage schools and early learning services within our network who have shown exceptional commitment to reconciliation to apply for the biennial Narragunnawali Awards.	April 2023 & 2024	Lead: General Manager Digital Services Support: Marketing and Communication Coordinator

Governance

We have developed a governance structure that ensures the effective delivery of our RAP commitments through our ESA Executive Team, responsible work areas and the Reconciliation Action Plan Working Group (RAPWG).

The RAP Working Group consists of volunteer staff members from across the company and external Aboriginal and Torres Strait Islander leaders from our community.

The Working Group Co-chairs (Executive Co-chair and the WG Co-chair) liaise between the RAPWG members and senior management to ensure the RAP is

well-understood, report to the Executive Team and at all-staff meetings provides leadership and governance support to the RAPWG to meet responsibilities, facilitates engagement, implementation monitoring and reporting. The Executive Co-chair is rotated every six months.

The Executive Team is committed to and has the oversight of the delivery of our RAP, supported by the Working Group and responsible business areas.

Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	1. Maintain and increase Aboriginal and Torres Strait Islander representation on the ESA RAP Working Group.	January, September 2023 June 2024	Lead: CEO Support: People and Culture Business Partner/ RAP Co-chair
	2. Review and apply the Terms of Reference for the ESA RAP Working Group.	July 2023 & 2024	Lead: RAP Co-chair Support: RAP Lead
	3. Meet at least four times per year to drive and monitor RAP implementation.	November 2022 January, September 2023 June 2024	Lead: RAP Co-chair Support: RAP Lead
13. Provide appropriate support for the effective implementation of RAP commitments.	1. Define and embed resource needs for RAP implementation as part of the annual budget process.	April 2023 & 2024	Lead: RAP Co-chair Support: RAP Lead
	2. Engage our senior leaders and other staff in the delivery of RAP commitments.	July 2023	Lead: CEO Support: General Managers
	3. Define and maintain appropriate systems to track, measure and report on RAP commitments.	July 2023	Lead: Deputy CEO Support: Project Management Office Director
	4. Appoint and maintain an internal RAP Champion from senior management.	July 2023, 2024	Lead: CEO Support: RAP Lead

Action	Deliverable	Timeline	Responsibility
14. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	1. 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 annually	Lead: CEO Support: RAP Lead
	2. Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	Lead: RAP Lead
	3. Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2023 & 2024	Lead: CEO Support: People & Culture Business Partner/ RAPWG Co-Chair
	4. Report RAP progress to all staff, Leadership Team and Executive Team quarterly.	January 2023, April, July, October 2023 February, April 2024	Lead: RAP Chair Support: RAP Lead
	5. Investigate and recommend adding the option for staff participation in and contribution to reconciliation as part of staff KPIs and development plans.	July 2023	Lead: General Manager People & Culture Support: Human Resources Manager, People & Culture
	6. Publicly report our RAP achievements, challenges, and learnings annually.	August 2023 & 2024	Lead: CEO Support: RAP Lead
	7. Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	Lead: General Manager People & Culture Support: People and Culture Business Partner
	8. Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	August 2024	Lead: Executive RAP Co-chair Support: People and Culture Business Partner/ RAP Co-Chair
15. Continue our reconciliation journey by developing our next RAP.	1. Register via Reconciliation Australia's website to begin developing our next RAP.	July 2024	Lead: People and Culture Business Partner Support: Administration Officer, CEO Office

Contact details

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