



Innovate Reconciliation Action Plan

April 2026-March 2028

ACKNOWLEDGEMENT OF COUNTRY

ACE Community Colleges acknowledges the Traditional Owners of Country throughout the regions in which we operate and recognises their continuing connection to land, waters and community. We pay our respects to the Traditional Custodians and their cultures, and to Elders both past and present.



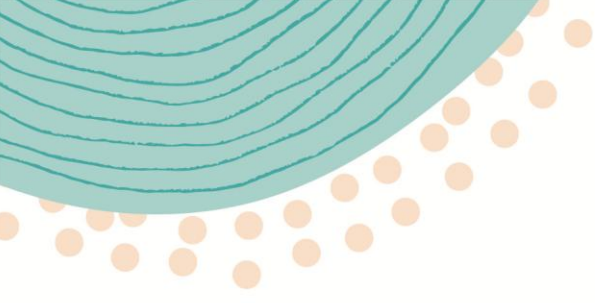


TABLE OF CONTENTS

Message from our CEO	Page 1
Message from the CEO of Reconciliation Australia	Page 2
Our Vision for Reconciliation	Page 3
Our Business – About ACE Community Colleges	Page 4
Our Reconciliation Action Plan	Page 11
RAP Principle 1: Relationships	Page 12
RAP Principle 2: Respect	Page 15
RAP Principle 3: Opportunities	Page 17
RAP Principle 4: Governance	Page 19







MESSAGE FROM OUR CEO – KERRY JOHNSON

I am pleased to present our Reconciliation Action Plan (RAP) - a significant milestone in our commitment to fostering a more inclusive and equitable environment for all. As a Community College, we recognize that education plays a vital role in shaping society and positively influencing the futures of our students. We take seriously our responsibility in advocating for reconciliation and playing our part in recognising our First Nations cultures, histories and knowledge.

We believe that reconciliation is not a one-time action but a journey that involves continuous learning, collaboration, and commitment. With this plan, we hope to strengthen partnerships, deepen understanding, and inspire all members of our college community to contribute to this important work.

Our RAP includes clear initiatives to support First Nations students and recognise Aboriginal and Torres Strait Islander cultures and knowledge. We encourage everyone to play their part in making the words in this document come to life and to commit to building a future based on respect and understanding.





STATEMENT FROM CEO OF RECONCILIATION AUSTRALIA

Reconciliation Australia commends ACE Community Colleges 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 ACE Community Colleges 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, ACE Community Colleges 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 over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. ACE Community Colleges is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

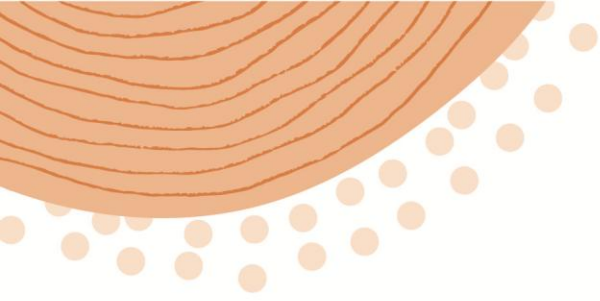
Implementing an Innovate RAP signals ACE Community Colleges' readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations ACE Community Colleges on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia





OUR VISION FOR RECONCILIATION

ACE Community Colleges' vision for reconciliation is to inspire lives and positively influence the futures of First Nations peoples through lifelong learning, education and training.

We aim to achieve this through inclusive, respectful and culturally appropriate training practices, celebrating the diverse culture, customs and traditions of First Nations peoples by breaking barriers, promoting cycles of inclusion and engagement, and creating ongoing opportunities for all community members.



OUR BUSINESS

ACE Community Colleges is a not-for-profit, community-based Registered Training Organisation (RTO number 90032) that has been providing community-based education since 1978 and delivering accredited vocational training since 1995. Our mission is to inspire, empower and change lives through learning and training.

We deliver accredited vocational training – delivering recognised qualifications and skill sets, which are proven pathways to employment and career advancement. We also invest in building community resilience and capacity by tailoring the educational services we provide to the specific needs of individuals and groups within our community. We do this by consulting with stakeholders on the design and delivery of outreach programs in townships and communities within our region. We also promote community wellbeing through a range of leisure and lifestyle courses which encourage social engagement and individual self-improvement.

The organisation is governed by a Board of Directors and has a Chief Executive Officer with overall responsibility for the management and day-to-day operations of the organisation. ACE Community Colleges operates across three physical campuses – Lismore and Murwillumbah on the North Coast of NSW and Coomera on Queensland's Gold Coast.

Our award-winning outreach programs in townships and Indigenous communities across country NSW are an important component of our annual program and underscore our commitment to regional resilience.

Our Community Programs Team, which delivers most of our outreach programs, operates remotely and works intensively in communities with programs that are developed in partnership with those communities. These locations include Northern Rivers, Tweed Coast, Newcastle & Hunter, New England, Clarence Valley, Mid North Coast and Southeast & Northeast Qld.

We have a team of over 30 permanent trainers and administration staff and over 20 contracted trainers, working across our campuses and programs and providing support to our students to enable them to reach their study goals. Five of our staff identify as Aboriginal. We aim to continually build on our employment of Aboriginal staff as we continue to grow and add new programs. Of our students, 23% identify as Aboriginal which is well above the national average for education providers.

Our sphere of influence encompasses our Board, management, administration staff, trainers, students, contractors, local Elders, local communities, relevant government departments, council, our peak body and our partner organisations.

Aboriginal and Torres Strait Islander peoples are advised that this RAP contains images and the name of an Aboriginal Elder who has died. His image and name are used with the permission of his family.



WHOSE COUNTRY AM I ON

Bundjalung

Lismore | Ballina | Casino | Tabulam | Tweed Heads | Murwillumbah |
Burleigh | North Grafton

Yaegl

Maclean | Yamba | Iluka

Gumbaynggirr

South Grafton | Nambucca Heads | Coffs Harbour

Ngoorabul

Glen Innes

Dunghutti

Kempsey

Kamilaroi

Inverell

Awabakal and Worimi

Newcastle

Darumbal

Rockhampton



OUR PROGRAMS

- Accredited Programs
- Non-Accredited Programs
- Leisure Programs

ACE Community Colleges proudly delivers a comprehensive and inclusive set of programming across the regions. This includes courses and workshops that are nationally accredited training and non-accredited learning. Read more about our programs here.

ACCREDITED PROGRAMS

- Certificate II in Aboriginal and/or Torres Strait Islander Cultural Arts – Lismore, Murwillumbah, Balund-a Correctional Centre and Clarence Correctional Centre.
- Certificate III in Business - This course provides the fundamental building blocks to support you to pursue any career path. The course covers a wide and impressive range of essential skills and knowledge including teamwork, communication, critical thinking and workplace health and safety.
- Certificate III in Early Childhood Education and Care – Students will learn how to design, evaluate, and implement a curriculum program using an approved learning framework. Educators at this level are also responsible for maintaining compliance within service operations and working in close partnership with children’s families. This program is delivered in partnership with Bunjum Aboriginal Corporations Aboriginal Child and Family Centre. Language Literacy, Numeracy and Digital skills are integrated into the program and students are supported in developing their ‘Education and Care’ skills through visits to Bunjum’s Centre and work placements.
- Diploma of Early Childhood Education and Care -Students will learn how to design, evaluate, and implement a curriculum program using an approved learning framework. Educators at this level are also responsible for maintaining compliance within service operations and working in close partnership with children’s families.
- Certificate III in Individual Support (Ageing or Disability) - A truly fulfilling career in community care begins right here. This is an entry-level qualification, suitable for anyone looking to make a difference on the frontline of ageing and disability.
- Certificate IV in Ageing Support - This Nationally Recognised qualification is a match for existing support workers in aged care who are looking to take their career further. They may already have experience and understanding of the industry but are seeking to upgrade their capabilities.
- Certificate IV in Leisure and Health - An exciting possibility for anyone wanting to create a fun, empowering culture for individuals in care. This qualification covers the theory and practical skills development for employment in disability roles. It will build capabilities in identifying individual and at times complex needs. It will also assist to use this knowledge to design, implement and evaluate the most effective recreational activities and programs for maximum benefit to clients.



- Certificate I in Skills for Work and Vocational Pathways - This qualification is designed for individuals who need to strengthen their foundation skills, to prepare for a vocational pathway qualification. Overcome basic literacy and numeracy barriers and pave the way for future goals.
- Certificate II in Skills for Work and Vocational Pathways - This qualification is the ultimate springboard to vocational training or a dream career. It is designed to elevate learner's foundation skills and prepare for entering the workforce or pursuing further study pathways.
- Licensed and on the Road - An award-winning program dedicated to helping Aboriginal and marginalised people overcome barriers to getting a driving licence. The program began in Lismore in 2005 and has grown to have a footprint across Northeastern NSW from Kempsey to Tweed Heads.
- Kick It Out - KIO focus on educating individuals, communities and the corporate sector on the effects of socially undesirable behaviours and stereotyping in Australia. KIO offer a range of programs and services that actively encourage and promote social inclusion and acceptance within communities and target potentially harmful behaviours. Kick it Out is a registered Social Enterprise providing employment and education opportunities to Hard to Reach, Aboriginal and Torres Strait Islander peoples, the people with disabilities and marginalised clients and communities throughout Australia. ACE Community Colleges supports this initiative with a program designed to build participants capacity, confidence, skills, and self-esteem. It provides vocational training opportunities for hands-on learning, real-world skill development, and personal growth. The program also focuses on improving social skills, teaching behaviour management techniques, and setting behavioural goals. It addresses areas such as literacy, numeracy, and skills relevant to work and vocational pathways.
- Sisters Inside – ACE delivers FSK20119 Certificate II in Skills for Work and Vocational pathways to incarcerated women in Westend and Townsville Qld in partnership with 'Sisters Inside' to improve opportunities for these women on release.
- Coffee Making – This short course is an introduction to coffee making using a commercial coffee machine, to obtain hospitality industry skills.
- Provide Responsible Service of Alcohol - A requirement for liquor service or security staff, working in licensed premises, outlets, wineries, breweries and distilleries.
- NSW White Card - A requirement for anyone who works, or wants to work, as a site manager/supervisor, surveyor, labourer or tradesperson.
- First Aid, CPR and First Aid in an Education Setting - essential skills in many care workplaces, but also a lifesaving skill for us all.



NON-ACCREDITED PROGRAMS

- Accidental Councillor - For organisations who are in need of professional development in the counselling area.
- Computers for Beginners – Basic computer skills for work or life.
- Death Cafe - A Death Café is an opportunity for people, often strangers, to gather around morning tea and discuss death, dying and beyond. There are no agenda, objectives or themes. It is a discussion group rather than a grief support or counselling session.
- Tech Savvy Seniors -Free, fun digital skills sessions for seniors.
- Behaviour and Response Training - stay safe when working with challenging client related behaviours, including clients with a range of mental and or physical disabilities.

LEISURE PROGRAMS

Charcoal Drawing, Creative Stitch and Textiles, Decoupage Serving Platter, Crochet, Storytelling, Performance and Spoken Word, Italian, Portrait Drawing, Print Your Ideas, Thai Cooking, Thinking Photography, Watercolour Landscapes, Spanish, Native Bee Keeping.



OUR PARTNERS

Balund-a Program - The Balund-a Program is an innovative residential diversionary program for male offenders over 18 years of age. Located at Tabulam, within the Bundjalung Nation, the program's aim is to reduce re-offending and enhance skills within a cultural and supportive community environment. The Aboriginal name, Bugilmah Burube Wullinje Balund-a roughly translates as "Be good now you have a second chance down by the river".

Bunjum Aboriginal Corporation is wholly Aboriginal owned, active since 1959 and managed by a local Aboriginal Board. It has been successful in-service provision since 1978 and is always looking for ways to provide culturally appropriate services for the Aboriginal Community and to boost self-determination.

Clarence Correctional Centre – ACE Community Colleges delivers programs such as cultural Arts, Driver Education, Young Entrepreneurs Program to support inmates, at the centre located near Grafton in Northern NSW, to better integrate back into society.

McKenzie Aged Care, Opal Aged care & Momentum disability support services. For placement of our Face-to-Face delivery students for Certificate III Individual Support Ageing and Disabilities.

Murwillumbah, Kingscliff, Tweed River, Mullumbimby and Sathya Sai High School - Students referred for Foundation Skills program THRIVE, also ECEC III and Individual Support III school-based Traineeships.

Northern Rivers Connect (NRC) youth support services. Clients referred from NRC for Foundation Skills program THRIVE.

Pathfinders operate a range of programs, projects and services aiming to improve the quality of life and wellbeing for children, youth and families within the communities they service.

PCYC Beenleigh, Nerang, Logan, Caboolture, Pine Rivers and Nambour. PCYC Queensland is a leading charity providing youth and community programs, services and facilities. Their staff and volunteers have been working alongside the Queensland Police Service to meet community needs across Queensland since 1948.

Real Futures is a majority Aboriginal owned and staffed company. Their aim is to empower First Nations people to realise their employment aspirations and become workplace and community role models.

Sisters Inside was established in 1992. It is an independent community organisation in Queensland which advocates for the rights of women and girls in prison, as well as their families, and provides services to address their individual needs. It believes that improved opportunities can lead to a major transformation in criminalised women's lives.



OUR PARTNERS CONTINUED...

Unify Intercultural Australia - Unify are a community organisation assisting people from cultural and linguistically diverse backgrounds to achieve independence and social inclusion. Unify have been assisting families for 32 years who arrive as refugees and migrants to settle into their new Australian Community.

Petit ELJ, Murwillumbah EEC, Joeys Pouch Preschool, Cooloon Childcare Centre, Mt Warning Community Preschool, Gumnuts Pottsville, Bilambil Community Preschool - Early Childhood Students are placed on work placement and students often gain employment prior to completing the course.

Arcare - We provide Certificate III in Individual Support Ageing face to face at their Pimpama location and conduct workplace support and observations in their Helensvale, Pimpama, St James, Logan Gardens and Springwood locations

Opal Healthcare - We offer online classes for the organisation and face to face classes for trainees.

Sandbrook – McKenzie Aged Care for placement of our Face-to-Face delivery students for Certificate III Individual Support Ageing

TMC- Thriving Multicultural Communities - The Migrant Centre Organisation Inc. (TMC) stands as a beacon of support and integration since its inception in March 2001. As a not-for-profit, community-based entity, it operates under the governance of a dedicated volunteer management committee and thrives through the efforts of a professional team alongside volunteers from diverse backgrounds. Celebrating the essence of multiculturalism, TMC advocates for the enrichment brought about by cultural, linguistic, and religious diversity within Australian society





OUR RECONCILIATION ACTION PLAN



We have developed our RAP to build on our previous Aboriginal Engagement Strategy and to embed our commitment to advancing reconciliation through both action and advocacy, both within the college and externally. Previously the college has engaged Aboriginal community liaisons who were considered to be the face of the college within local communities and represented the needs of those communities in quarterly planning meetings, but in recent years that position has not been filled. While this strategy worked to build relationships with communities and to design programs that supported community need, more recently the focus has been on employing Aboriginal staff more broadly through the college as well as in key roles where funding specifically supports Aboriginal and Torres Strait Islander student engagement. It is also the colleges intention to invite an Aboriginal or Torres Strait Islander person to join the Board for greater representation and insight.

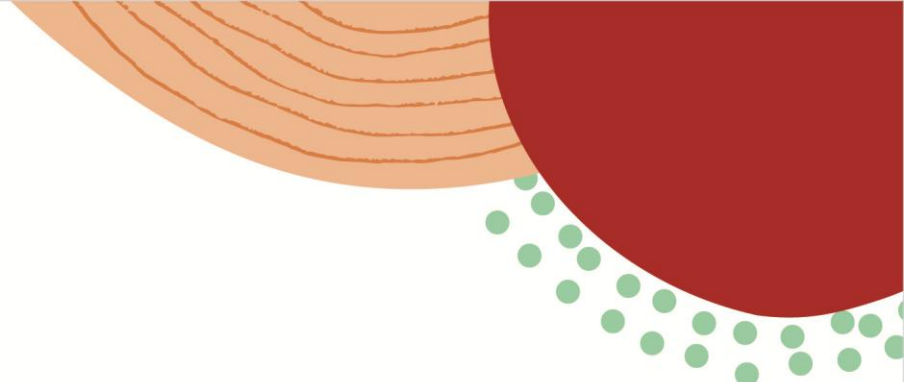
Nearly a quarter of our students identify as Aboriginal and/or Torres Strait Islander peoples, which is far above the community college state and national average. We believe this demonstrates that we take reconciliation seriously and respectfully, and that we are recognised for going beyond funding cycles to commit to communities for the long-term. However, we also recognise that there are significant differences in the numbers of Aboriginal and/or Torres Strait Islander students between our three colleges, with by far the greatest number being enrolled through Community Programs/Lismore. We are also therefore developing our RAP to better understand the reasons behind these differences and to develop a framework for building relationships and engagement in areas where up to now we have performed less strongly.

We are also developing our RAP as a key part of ACE's internal cultural framework. It will make clear the college's expectations of its leadership, staff, students and other stakeholders. The RAP will also specify the mechanisms and strategies by which the college ensures it provides the education and tools for staff, students and other stakeholders to understand and engage positively and respectfully with community and all Australians by including Aboriginal and/or Torres Strait Islander representation on our board, within our staffing, at all levels, represented amongst our student base and the organisations and suppliers that we engage with. ACE Community Colleges works with a local recruitment agency with strong connections within local Aboriginal communities to ensure staff are culturally supported throughout the recruitment process.

We are committed to making our RAP accessible to ensure a feeling of staff, student and other stakeholder ownership by posting it on ACE Colleges website and Driver Education website, and on our social media platforms. ACE Colleges will also have a staff launch where staff will be asked to speak about their involvement in the development and what it means to them to have the college commit to this Action Plan.

Our RAP is championed at a senior level by our Board and our CEO Kerry Johnson. Our overall RAP Champion and RAP Working Group Lead being Natalie Hannah, our Lismore and Community Programs Manager.


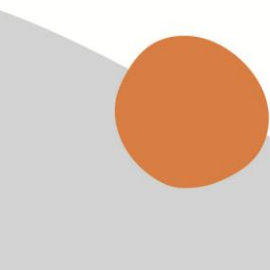




Our Working Group comprises representatives from each college, from regional office and across all levels of the organisation.

- Senior Management: CEO and Operations Manager
- College/Program Management: Lismore College Manager
- Community Programs: Community Programs Administrator, Student Services Administrator
- Murwillumbah College: Student Services Support
- Murwillumbah Regional: Operations Administrator
- Coomera College: Student Services Administrator

One of these members identify as Aboriginal and/or Torres Strait Islander people.



RELATIONSHIPS

We are committed to building strong, ongoing, long-term relationships between First Nations peoples and other Australians through the delivery of our education and training packages that have been developed through community consultation.

We will commit to developing programs that are inclusive, respectful and allow for bigger cultural discussion between our identified and non-identified students. We commit to having programs that are accessible to all and will work with community to identify gaps and needs within community to continue to provide opportunity and access to training and education that is meaningful, beneficial and empowering for its members.

This can only be achieved through ongoing relationship development with the wider communities in which we work.

Focus area: ACE Community Colleges has historically had a strong connection to community within the Lismore area. However, with the growth of our organisation into both Murwillumbah and the Gold Coast, connections are yet to be established in these regions effectively. Therefore, the core focus area for ACE Community Colleges in the first twelve months of the implementation of the RAP, will be to create new relationships and strengthen existing ones.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. 	April 2026	Campus Managers – Lismore, Murwillumbah, Gold Coast
	<ul style="list-style-type: none"> Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations. 	April 2026	Campus Managers – Lismore, Murwillumbah, Gold Coast
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	May (annually)	Campus Managers – Lismore, Murwillumbah, Gold Coast
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May – 3 June (annually)	Campus Managers – Lismore, Murwillumbah, Gold Coast
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May – 3 June (annually)	Campus Managers – Lismore, Murwillumbah, Gold Coast
	<ul style="list-style-type: none"> Organise at least one NRW event each year. 	27 May- 3 June, (annually)	Campus Managers – Lismore, Murwillumbah, Gold Coast
	<ul style="list-style-type: none"> Register all our NRW events on Reconciliation Australia's NRW website. 	April (annually)	Lismore Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>3. Promote reconciliation through our sphere of influence.</p>	<ul style="list-style-type: none"> Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce. 	June 2026	RAP Champion to drive in conjunction with HR Manager and CEO.
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly. 	April, June, September & December (annually)	Marketing Manager
	<ul style="list-style-type: none"> Identify opportunities for our students to access and take ownership over delivering RAP initiatives 	April & October (annually)	Campus Manager – Lismore & Marketing Manager
	<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. 	April, June, September & December (annually)	Campus Managers – Lismore, Murwillumbah, Gold Coast
	<ul style="list-style-type: none"> Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation. 	April, June, September & December (annually)	Lismore Manager
	<ul style="list-style-type: none"> Establish a partnership with NSW Aboriginal Education Consultative Group (AECG), as the peak Aboriginal education and training body, to advance Aboriginal education and training. 	April, June, September & December (annually)	Campus Managers – Lismore, Murwillumbah, Gold Coast
<p>4. Promote positive race relations through anti-discrimination strategies.</p>	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	April 2026	HR Manager in consult with RAP Working Group Lead
	<ul style="list-style-type: none"> Develop, implement, and communicate an anti-discrimination policy for our organisation. 	April 2026	HR Manager under guidance from the Australian Business Lawyers and Advisors for content compliance.
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. 	April 2026	HR Manager in consultation with the RAP Working Group and First Nations Staff
	<ul style="list-style-type: none"> Educate senior leaders and staff on the effects of racism through appropriate cultural awareness and conflict resolution training. 	June 2026	RAP WG Lead/Champion & HR Manager
	<ul style="list-style-type: none"> Review our student and staff handbooks to ensure they are sufficiently explicit on racism. 	December (annually)	Campus Managers – Lismore, Murwillumbah, Gold Coast



RESPECT

We are committed to promoting respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights given our strong connections to community and the areas in which we deliver our programs. Having pride in cultures and histories along with understanding, appreciation, acknowledgement helps to promote learning, success and celebration within the wider community.

We will commit to developing programs and partnerships that are inclusive, respectful and allow for bigger cultural discussion between our identified and non-identified students. We commit to having programs that are respectful to all cultures and histories and will work with community to ensure that the acknowledgement and respect integration is being done in a meaningful and educative way.

Focus area: As a priority ACE Community Colleges is committed to undertaking cultural competency training for all staff biennially and will ensure that cultural events in our communities are attended by staff wherever possible but with priority given to Reconciliation and NAIDOC events.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. 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"> Conduct a review of cultural learning needs within our organisation. 	April 2026 (annually)	Operations Manager & Lismore Manager
	<ul style="list-style-type: none"> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy. 	April, with ongoing review points being April, June, August, October, December, February (annually)	Campus Managers – Lismore, Murwillumbah, Gold Coast This will be supported by the Trainers and Assessors within each Campus.
	<ul style="list-style-type: none"> Develop, implement, and communicate a cultural learning strategy document for our staff. 	April 2026	CEO, Operations Manager, Lismore Manager
	<ul style="list-style-type: none"> Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning. 	April (annually)	CEO and Operations Manager
6. 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. 	April (annually)	Campus Managers – Lismore, Murwillumbah, Gold Coast
	<ul style="list-style-type: none"> Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. 	April 2026	CEO, Operations Manager, Lismore Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<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. 	Quarterly – June, September, December, April (annually)	Campus Managers – Lismore, Murwillumbah, Gold Coast
	<ul style="list-style-type: none"> Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. 	April and review annually	Campus Managers – Lismore, Murwillumbah, Gold Coast
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	First week in July 2026 & 2027	Campus Managers – Lismore, Murwillumbah, Gold Coast
	<ul style="list-style-type: none"> Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. 	April 2026 & 2027	Operations Manager
	<ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events to all staff. 	First week in July 2026 & 2027	CEO & Campus Managers – Lismore, Murwillumbah, Gold Coast



OPPORTUNITIES

At its foundation, ACE Community Colleges believes in changing lives and inspiring futures through the opportunities that adult education and training can provide. We are committed to providing such opportunities for Aboriginal and Torres Strait Islander peoples, not just through our education and training programs for our students, but through employment and partnerships to help support core business activities.

This includes employment, procurement, professional development, retention, as well as continuous improvement around removing barriers that disproportionately impact Aboriginal and Torres Strait Islander peoples from accessing the various programs offered within our organisation.

Focus area: ACE Community Colleges will continue to consult with the communities in which it works in the North Coast region about how they can collaborate with Aboriginal organisations and groups to identify and meet the educational needs of the communities but more importantly, establish these connections and consultations in Far Northern NSW and southern Qld.

The college will also endeavour to recruit a greater number of Aboriginal and Torres Strait Islander staff and a Board member, and to establish an Aboriginal Advisory Group.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	<i>August Annually</i>	Operations Manager with support from Campus Managers – Lismore, Murwillumbah, Gold Coast
	<ul style="list-style-type: none"> Encourage applications from Aboriginal and Torres Strait Islander for Board of Directors positions to drive strategy through the perspectives, knowledge, understanding and insights of lived experience. 	April (annually)	Operations Manager
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development to develop and implement strategy. 	April (annually)	Operations Manager
	<ul style="list-style-type: none"> Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. 	October (annually)	Operations Manager
	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	January (annually)	Operations Manager



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</p>	<ul style="list-style-type: none"> Seek opportunities to procure from Aboriginal and Torres Strait Islander organisations and communicate this strategy to staff. 	<p>April (annually)</p>	<p>Campus Managers – Lismore, Murwillumbah, Gold Coast</p>
	<ul style="list-style-type: none"> Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. 	<p>April (annually)</p>	<p>Campus Managers – Lismore, Murwillumbah, Gold Coast</p>
	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander procurement strategy 	<p>April (annually)</p>	<p>Operations Manager with support from Campus Managers – Lismore, Murwillumbah, Gold Coast</p>
	<ul style="list-style-type: none"> Investigate Supply Nation membership 	<p>April 2026</p>	<p>Lismore Manager</p>
	<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 	<p>April (annually)</p>	<p>Operations Manager & Lismore Manager</p>
<p>10. Increase Aboriginal and Torres Strait Islander accredited education opportunities to lead to improved economic and social outcomes.</p>	<ul style="list-style-type: none"> Increase Aboriginal and Torres Strait Islander accredited education opportunities at all levels (Certificate I to Diploma) to lead to improved economic and social outcomes. 	<p>January (annually)</p>	<p>Campus Managers – Lismore, Murwillumbah, Gold Coast</p>
	<ul style="list-style-type: none"> Increase Aboriginal and Torres Strait Islander student enrolments into accredited programs by 2% each calendar year (Certificate I to Diploma) 	<p>December (annually)</p>	<p>Campus Managers – Lismore, Murwillumbah, Gold Coast</p>
	<ul style="list-style-type: none"> Increase Aboriginal and Torres Strait Islander student outcomes in accredited programs ie course completions by 2% each calendar year 	<p>December (annually)</p>	<p>Campus Managers – Lismore, Murwillumbah, Gold Coast</p>
	<ul style="list-style-type: none"> Increase Aboriginal and Torres Strait Islander students community engagement eg personal and employment, as a result of educational participation and success. Measured as part of Community Colleges pre and post course student surveys 	<p>December (annually)</p>	<p>Campus Managers – Lismore, Murwillumbah, Gold Coast</p>



GOVERNANCE

The success of our current Aboriginal and Torres Strait Islander programs can be attributed to not only strong partnerships, collaboration and respect, but the forward and inclusive thinking of our business leaders.

We will commit to continuing to embrace this by establishing and maintaining an active, diverse and engaged Reconciliation Action Plan Working Group, led by our RAP Champion along with members of the executive team.

Focus area: To implement Terms of Reference, systems and clearly defined roles of all RWG members, the executive team and Aboriginal Advisory Group to ensure the success of the colleges Reconciliation Action Plan and therefore its engagement with Aboriginal communities and community members in its footprint.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation on the RWG. 	April (annually)	Board of Directors, CEO
	<ul style="list-style-type: none"> Establish and apply a Terms of Reference for the RWG. 	April 2026	Lead: CEO Support: Campus Managers
	<ul style="list-style-type: none"> Meet at least quarterly to drive and monitor RAP implementation. 	April, July, October, January (annually)	Lead: CEO Support: Campus Managers
12. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	April, October (annually)	Lead: CEO Support: Campus Managers
	<ul style="list-style-type: none"> Engage our senior leaders and other staff in the delivery of RAP commitments. 	April, July, October, January (annually)	Lead: CEO Support: Campus Managers
	<ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments. 	April & October (annually)	Lead: CEO Support: Campus Managers
	<ul style="list-style-type: none"> Appoint and maintain an internal RAP Champion from senior management. 	April (annually)	Lead: CEO Support: Campus Managers
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<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. 	April, October (annually)	Lismore Manager
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey. 	July 2026 & 2027	Lismore Manager
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Survey to Reconciliation Australia. 	30 September 2026 & 2027	Lismore Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> Report RAP progress to all staff, senior leaders and board of directors quarterly. 	June, September, December & March (annually)	CEO & Lismore Manager
	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings, annually. 	September (annually)	Marketing Manager
	<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. 	April 2026	Lismore Manager
	<ul style="list-style-type: none"> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. 	February 2028	Lismore Manager
14. 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. 	July 2027	Lismore Manager

Natalie Hannah
 Lismore and Community Manager
 Ph: 02 66221903
 MOB: 040 099166
 E: natalie.h@acecolleges.edu.au

Kerry Johnson
 CEO
 Ph: 02 66221903
 MOB: 0429 500690
 E: ceo@acecolleges.edu.au

