



holmesglen

# Reconciliation Action Plan

August 2024 – August 2025







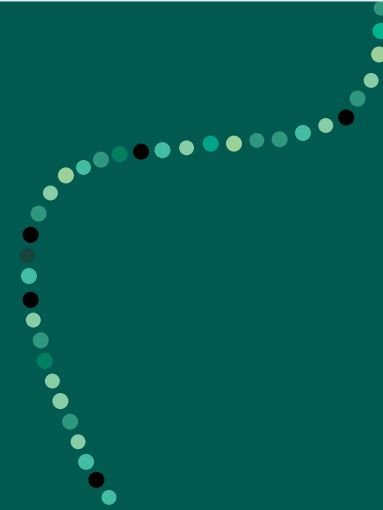
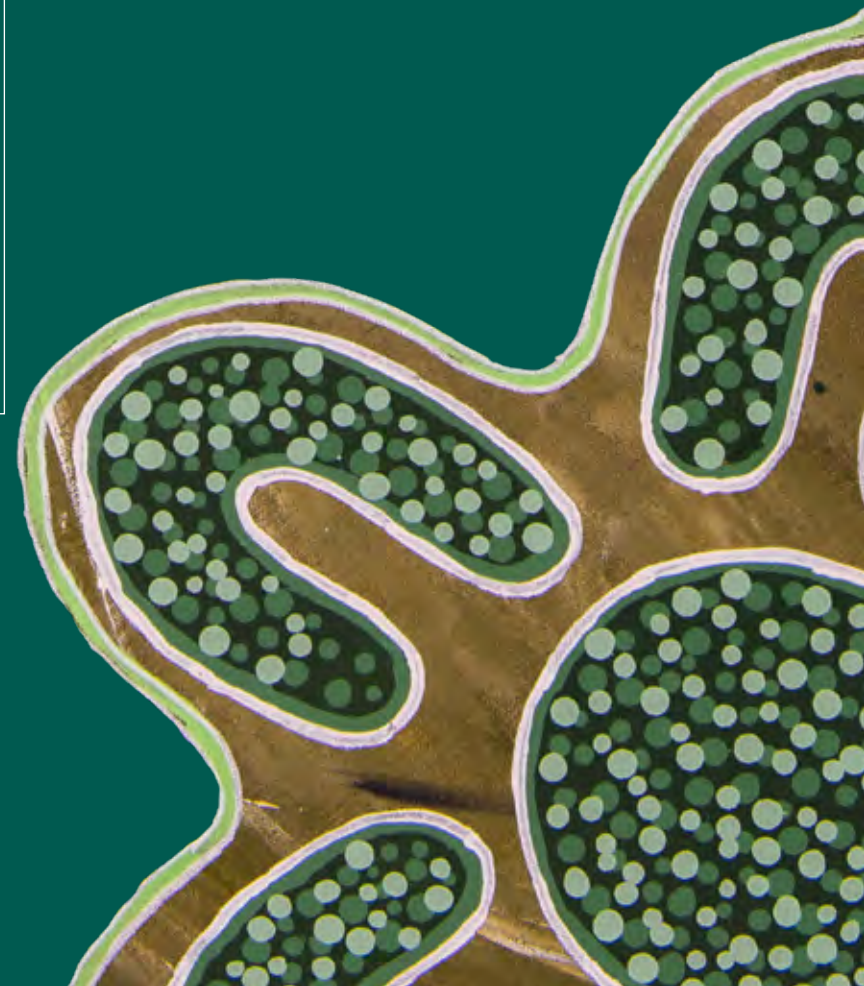
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## Acknowledgement of Country

We acknowledge the Traditional Owners of the lands on which we gather today, and in particular the Wurundjeri, Bunurong and Taungurung peoples on whose lands Holmesglen's campuses stand.

We pay our respects to Elders past, present and emerging, and extend that respect to all First Nations peoples.

Our work at Holmesglen is education, to share and pass knowledge on to those who seek to gain it and we recognise the long-standing tradition of teaching and learning that has played such a great part in over 60,000 years of Australian culture.

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**Cover Artwork**  
**Pathways of Knowledge and Growth**  
**(2024) © Luke Morgan**

Luke Morgan is a Holmesglen Koorie Student Support Officer and Artist who has developed the artwork for this RAP. The art represents the Holmesglen Community campuses and the connections that occur as we live and learn on the lands on which Holmesglen operates.

Luke has been building this artwork over time and worked on it in live sessions at the Holmesglen library during NAIDOC week in 2023, as a way of encouraging conversation about the artform and work.



## My Story Luke Morgan

**Koorie Student  
Support Officer**

**My name is Luke Morgan. I'm a very proud Yorta Yorta, Wiradjuri man, I was born and bred in a small town on the border of Victoria and New South Wales called Robinvale on the Murray River.**

I am an Aboriginal Artist residing in Naarm for the past three years, working as a Koorie Student Support Officer at Holmesglen Institute of TAFE. I have been practising my culture as far as I can remember, teaching and learning as I go. When it comes to inspiration, I look at who have inspired me the most and I must say my Elders and Family, from who I have learnt almost everything I know.

When creating any type of art piece, I like to sit and think, to get an understanding of the story I am about to paint and let the brush do its job.

### About the artwork

**Painted by Luke Morgan**

My artwork tells the story of the Holmesglen Institute and its seven campuses as they sit on some of the surrounding lands of the Kulin Nation Woiwurrung "Wurundjeri", Bunurong, Wathaurong, Taungurung and Dja Dja Wurrung people.

This painting also represents togetherness as we work together as one, culture, as we share and respect and acknowledge First Nations people, our students as we teach them to be the best they can be, our staff, and the journey and future of Holmesglen as we work together.





## Statement from CEO of Reconciliation Australia

### Inaugural Reflect RAP

**Reconciliation Australia welcomes Holmesglen to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.**



Holmesglen joins a network of more than 2,500 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance. It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Holmesglen to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Holmesglen, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

**Karen Mundine**  
**Chief Executive Officer**  
**Reconciliation Australia**

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## Message from the Chair, Holmesglen Board, Michael Gorton

**In the spirit of reconciliation, Holmesglen recognises and celebrates the Traditional Owners of the lands throughout Victoria and beyond on which we educate and train.**

We pay our respects to Elders past and present and acknowledge emerging leaders. The history of Holmesglen is very short when compared with the history of First Nations peoples.

However, our history is one of inclusion, education and engagement. We have for over 40 years provided education and training to many in the community – young and young at heart.

Our students come from many parts of Victoria, many cultures and international students from across the globe. We have a strong connection with First Nations students and staff.

This **Reconciliation Action Plan** represents our proud commitment to our Traditional Owners. As an education body we recognise that we have much to learn from and share with First Nations peoples.

This is our pathway to stronger engagement, understanding and sharing – walking together for a better future.

**Michael Gorton AM**  
**Chair**  
**Holmesglen Institute**





## Message from Mary Faraone Chief Executive, Holmesglen

### I am pleased to present our inaugural Reflect Reconciliation Action Plan.

Our Reconciliation Action Plan is an important step forward to increase awareness of Australia's First Nations cultures, histories, and knowledges across the organisation. It has been developed by the Reconciliation Action Plan Working Group, made up of representatives from across the Institute, and I thank them for their commitment and passion in developing this plan.

The plan has a range of initiatives to build a deeper understanding of First Nations peoples, why reconciliation is important and how the Institute can contribute to this objective.

As a public entity we support the self determination goals of the Victorian Government. Holmesglen will act to prioritise culture and promote cultural safety for all First Nations staff, students and visitors to our campuses.

The Reconciliation Action Plan has significant alignment with our organisational ASPIRE values, our 2024-2026 strategic goals and our commitment to First Nations Peoples.

**Mary Faraone**  
**Chief Executive**  
**Holmesglen Institute**



# Our Business

Holmesglen Institute is a leading TAFE provider in the state of Victoria in the city of Naarm.

We are a leader in the realm of vocational and higher education, fostering innovation, inclusivity, and industry-driven learning experiences. We have been a pioneering force in the sector since our inception in 1982, consistently evolving to meet the dynamic demands of the modern educational landscape.

We provide quality education across a diverse array of disciplines and fields, catering to the needs and aspirations of a broad spectrum of students. From vocational certificates to undergraduate and postgraduate qualifications, we offer a comprehensive range of programs designed to equip learners with the knowledge, skills, and practical experience necessary for success in their chosen professions.

Operating across multiple campuses primarily located throughout Melbourne's southeastern suburbs, we bring education closer to communities, ensuring accessibility and convenience for students from all walks of life. Each campus is equipped with state-of-the-art facilities, including specialised laboratories, simulated workplace environments, and modern learning spaces, facilitating immersive and hands-on learning experiences.

Our commitment to excellence extends beyond the classroom, with strong ties to industry partners and a focus on applied research and innovation. Through collaborations with leading organisations and industry experts, students benefit from real-world insights and opportunities for work-integrated learning, ensuring they graduate with a competitive edge in their chosen fields.

Our dedication to student success is evident in its holistic support services, including academic guidance, career counseling, and personal development programs, all aimed at nurturing the growth and well-being of every individual within the Holmesglen community.

We embrace diversity and inclusivity, fostering a vibrant and multicultural environment where students from various backgrounds come together to learn, share experiences, and forge lifelong connections.

We are a people and purpose focussed, vision driven and values led organisation.

## Mission

**Our mission is to transform lives, build workforce capability and enrich communities through education and training.**

## Vision

**Holmesglen is a leader in education, training and applied research, renowned for our innovation and commitment to learner and industry success.**

**160,000+ alumni**

**1200+ staff**

**6 declared First Nations staff**

**282 declared First Nations students in 2023**

## Our ASPIRE values



### AMBITION

Strive to be the best we can be and seek the best in others



### SCHOLARSHIP

Keep learning and apply it to your work



### PASSION

Show enthusiasm and care for the work we do



### INTEGRITY

Know and do what is right



### RESPECT

Treat others as we expect to be treated



### EXCELLENCE

Deliver exceptional service and outcomes

## Strategic Goals

2024 – 2026

**1.**

**Inclusive and  
people-centric**

**2.**

**Environmentally  
sustainable**

**3.**

**Future ready**

**4.**

**Technology  
enabled**

**5.**

**Adaptive and  
engaged**

### Planned Outcomes

- Work ready, life ready, world ready graduates
- Excellence in applied research
- An inspirational and inclusive place of work and learning
- Engaged people, learners and partners
- New opportunities for skills development
- Collaborative culture



## Our Reconciliation Action Plan (RAP)

**At Holmesglen Institute, we hold a deep respect for First Nations cultures and communities, recognising the invaluable contributions they make to our society. Through our Reconciliation Action Plan (RAP), we are committed to actively supporting and engaging with First Nations staff, students, and communities in meaningful ways.**

Our RAP serves as a roadmap, guiding us in our efforts to foster genuine connections with the **First Nations** communities and integrate those perspectives into everything we do. We believe that by embracing First Nations cultures and experiences, we enrich the work we undertake and create a more inclusive and culturally responsive environment for all.

**Our firm hope, through the development of this RAP will allow us to:**

- Connect us with broader First Nations communities activities.
- Enhance our work by incorporating First Nations cultures and experiences into teaching and learning at Holmesglen.
- Enhance our communication with First Nations communities and networks about course offerings and support at Holmesglen
- Work towards creating a culturally safe environment for First Nations learners across all areas of operation.
- Upskill our internal staff on our strengths and areas for improvement in engaging with First Nations communities and students.
- Bring together our initiatives for First Nations peoples and progress them in a more coordinated manner.

Our approach to developing our RAP has been along-side First Nations staff members, suppliers and communities. Through this plan we aim to consolidate our effort and move our activities ensuring we utilise the annual barometer to measure our social impact.

Our desire from the outset has been to design a well thought out plan making sure we understand what it is we are committing to, maximise the available resources we have to train, employ, procure and engage students, staff and communities as part of our RAP commitment.

Holmesglen has taken significant steps in their reconciliation journey to date but we recognise the journey is a long one, and we have a responsibility to share our progress with our people and partners as we progress.

We have a dedicated Koorie Liaison Unit whose purpose is to build and enhance connection between First Nations communities and individuals and increase participation rates. As a Victorian Government entity we have set plans and activities in place as part of an established Wurreker Strategy.

**Our plan outlines activity we will undertake on our reconciliation journey broken into four sections:**

- 1. Relationships** – building on the foundations of organic connection to country and First Nations networks
- 2. Respect** – increasing understanding and sharing knowledge across Holmesglen's community
- 3. Opportunities** – place a different lens on existing operations to support First Nations suppliers and also improve outcomes for students.
- 4. Governance** – establish systemic and sustainable structures to progress our reconciliation journey



## Our Reconciliation Action Working Group

Holmesglen has a Reconciliation Action Working Group that meets every 3-6 weeks during the development of the Reconciliation Action Plan and then bi-monthly from the point the plan is approved to track progress.

It constitutes an Executive Champion, First Nations staff and other staff that wish to join and participate in Holmesglen's reconciliation efforts. Membership is limited to a maximum of 14 members. The Executive Director of Engagement and Support is the Executive Champion and Chairs the Reconciliation Action Working Group meetings.



### Members

- **LANI BLANCO-FRANCIS**  
LBF Consulting
- **KAYCEE AH KIT**  
Koorie Student Support Officer
- **LUKE MORGAN**  
Koorie Student Support Officer
- **HELEN FARQUHAR**  
Self Employment Assistance Mentor
- **CHARLIE BARCA-JAMES**  
Information Systems Team
- **SAM GIBSON**  
Student Counsellor
- **JAMIE BOOTH**  
Procurement Manager
- **RONALD DANES**  
Manager – Apprenticeship Central
- **PAUL DOUGLAS**  
Senior e-Learning Producer and Project Manager
- **RIMMA KATS**  
Acquisitions/Cataloguing Librarian
- **BRIDGET WERE**  
Publications Librarian
- **KIRSTEN BOXALL**  
Information Services Librarian
- **JEHNIFIER WYLES**  
Manager - Employment
- **ZAC VLAHANDONIS**  
Associate Director – Brand, Marketing & Communications
- **STUART HUNTER-FISHER**  
Executive Director – Engagement & Support  
(Executive Champion)



## Our partnerships/current activities

### Holmesglen is a large and multi-sectoral institute with connections at various levels including:

- We actively partner with Victorian Aboriginal Education Association Inc. (VAEAI) in the delivery of Holmesglen's Wurreeker Strategy to respond to the training needs of First Nations communities. As part of this Holmesglen participated in the Koorie Support Network, and KSSO/KLO Network.
- Our procurement team uses Supply Nation in the procurement of goods and services
- We partner with Indigenous Employment Australia in the advertising of current vacancies
- Our Self Employment Assistance program have engaged with Aborigines Advancement League and Wunggurrwil Dhurrung ATSI agencies.
- Library initiatives:
  - The first Victorian TAFE Library to curate a First Nations resources guide, <https://holmesglen.libguides.com/firstnationsresources>. This guide uses an automated search strategy created to pull resources from the library catalogue and includes links to First Nations websites selected using the AIATSIS (Australian Institute of Aboriginal and Torres Strait Islander Studies) guidelines.
  - The Library creates an inclusive and safe space by engaging in campus activities and organizing activities in the library to celebrate National Reconciliation Week and NAIDOC Week.
  - Member of ALIA (Australian Library and Information Association) Library Indigenous Network of Knowledge (LINK). This partnership enables us to collaborate nationally across the art galleries, other libraries, archives and museums sector to facilitate the promotion and celebration of, and respect for, Aboriginal and Torres Strait Islander cultures, knowledge and languages.
  - Our library collection is curated following the National Library of Australia's First Nations guidelines for collection description and classification standards to promote the discoverability of resources related to First Nations peoples to an international audience. The First Nations library collections available throughout Australia provide information and knowledge to enhance the community understanding of Aboriginal and Torres Strait Islander cultures.



### Other organisations we engage with as part of our operations include:

- Mullum Mullum Indigenous Gathering Place – Support their events and circulate their current programs to Holmesglen First Nations cohort
- Victorian Aboriginal Health Service
- Office of the Public Advocate
- Indigenous Business Australia -
- Victorian Aboriginal Community Controlled Health Organisations

**We are also working on building relationships with Victorian Aboriginal Health Service, Djirra and Victorian Aboriginal Child Care Agency (VACCA).**



## Relationships

Action	Deliverable	Timeline	Responsibility
<b>1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	October 2024	Publications Librarian, First Nations Working Party
	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	November 2024	Self Employment Assistance Business Mentor
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	April 2025	Koorie Student Support Officer
	RAP Working Group members to participate in an external NRW event. (Find a local event to commit to).	27 May - 3 June, 2025	Koorie Student Support Officer
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June, 2025	Executive Champion
<b>3. Promote reconciliation through our sphere of influence.</b>	Communicate our commitment to reconciliation to all staff.	August 2024 February 2025 May 2025 November 2025	CEO Holmesglen
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	February 2025	Manager Employment, KSOs, Procurement Manager Self Employment Assistance Business Mentor
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	July 2025	As above
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	Research best practice and policies in areas of race relations and anti-discrimination.	December 2024	Manager - Employment Library First Nations Working Party
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2024	Manager - Employment





## Respect

Action	Deliverable	Timeline	Responsibility
<b>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	Develop a strategy for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	May 2025	Executive Champion
	Conduct a review of cultural learning needs within our organisation.	June 2025	Manager - Employment
<b>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. Disseminate Holmesglen's cultural protocols and inclusive language guide.	September 2024	Executive Champion
	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	March 2025	Publications Librarian Library First Nations Working Party
<b>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2025	Koorie Student Support Officer Koorie Unit
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2025	Koorie Student Support Officer Koorie Unit
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2025	Executive Champion
	Explore NAIDOC grant opportunities, including opportunities for First Nations businesses	April 2025	Koorie Student Support Officer, Director Holmesglen Foundation



## Opportunities

Action	Deliverable	Timeline	Responsibility
<b>8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	Create a network of both learners and staff who identify as Aboriginal and/or Torres Strait Islander people.	February 2025	Manager Employment, Koorie Unit
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2024	Manager Employment
	Develop an employment strategy and processes for Aboriginal and Torres Strait Islander employment within our organisation to increase opportunities for Aboriginal and Torres Strait Islander people.	June 2025	Manager Employment
<b>9. Explore opportunities to engage with First Nations organisations to improve employment pathways</b>	Develop our networks with First Nations organisations to develop workshops relating to employment pathways.	December 2024	Holmesglen Employment Centre
	Deliver an employment pathways workshop in partnership with a First Nations organisation.	May 2025	Holmesglen Employment Centre
<b>10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Further develop our current social procurement strategy to promote procurement from Aboriginal and Torres Strait Islander owned businesses as part of Holmesglen procurement practice.	February 2025	Procurement Manager
	Maintain and develop Supply Nation and Social Trades certified suppliers. Identify other Indigenous suppliers and organisations.	February 2025	Procurement Manager
<b>11. Continue to promote Reconciliation Australia's Narragunnawali Reconciliation in Education Program</b>	Review early childhood education and education support qualifications to ensure that all staff are encouraged to create a Narragunnawali account and utilise resources to support how students engage with reconciliation in an education setting.	February 2025	Education Manager / Course Leader Koorie Unit
	Encourage students who are studying education qualifications to create a Narragunnawali account and use the resources to deepen their understanding of how to engage in reconciliation in and across education settings.	July 2025	Education Manager / Course Leader Koorie Unit
	Share information and resources from the Narragunnawali platform to students studying education qualifications.	July 2025	Education Manager / Course Leader Koorie Unit
	Share and promote the Narragunnawali platform across ICT platforms.	July 2025	Education Manager / Course Leader Koorie Unit



Action	Deliverable	Timeline	Responsibility
<b>12. Launch our new Teaching and Learning Framework implementation plan and commit to elevating the lives of First Nations learners through high quality training and employment outcomes.</b>	<p>Include consultation with First Nations colleagues and communities as part of the Teaching and Learning Framework implementation to embed First Nations knowledge and culture in the five pillars:</p> <ul style="list-style-type: none"> <li>• Real World Learning and Assessment</li> <li>• Industry and Community Collaboration</li> <li>• Person Centred Learning</li> <li>• Reflective Practice and Lifelong Learning</li> <li>• Planetary Health</li> </ul>	August 2024	Executive Director Education and Applied Research
	Launch Teaching and Learning Framework	September 2024	Executive Director –Education and Applied Research
	Implement strategies identified for first 12 months of Teaching and Learning Framework	July 2025	Executive Director Education and Applied Research Executive Director Engagement and Support
	Review and evaluate Teaching and Learning Framework implementation plan to explore further opportunities elevate the lives of First Nations Learners	August 2025	Executive Director Education and Applied Research Executive Director Engagement and Support



## Governance

Action	Deliverable	Timeline	Responsibility
<b>13. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.</b>	Schedule RAP working group meetings for 12 months to oversee governance and implementation of Holmesglen's RAP.	August 2024	Executive Champion
	Review membership and terms of reference for RAP Working Group annually, ensuring First Nations representation.	July 2025	Executive Champion
<b>14. Provide appropriate support for effective implementation of RAP commitments.</b>	Define resource needs for RAP implementation.	October 2024	Executive Champion
	Engage Institute senior leaders in the delivery of RAP commitments.	October 2024	Executive Champion
	Maintain a senior leader to champion our RAP internally.	Confirm annually June 2025	Chief Executive
	Define appropriate systems and capability to track, measure and report on RAP commitments.	February 2025	Executive Champion
<b>15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Executive Champion
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Koorie Student Support Officer
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Executive Champion
<b>16. Continue our reconciliation journey by developing our next RAP.</b>	Register via Reconciliation Australia's website to begin developing our next RAP.	July 2025	Koorie Student Support Officer



## Acknowledgements

We would like to thank Holmesglen's inaugural Reconciliation Working Group for their work on this plan.

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Melbourne, VIC 3000

**Chadstone campus**

Corner Batesford and Warrigal Roads,  
Chadstone, VIC, 3148

**Drummond Street campus**

41 Drummond Street,  
Chadstone, VIC, 3148

**Glen Waverley campus**

595 Waverley Road,  
Glen Waverley, VIC 3150

**Holmesglen at Eildon**

92 Moore Road,  
Eildon, VIC, 3148

**Moorabbin campus**

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Moorabbin, VIC, 3189

**North Melbourne - Futuretech**

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