



# Reconciliation Action Plan

February 2025 - December 2026

*"Connecting  
Together"*

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## Acknowledgement of Country

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Health Careers International (HCI) acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of Australia. We pay our deepest respects to Elders past, present, and emerging, recognising their enduring connection to land, waters, and communities.

## Our Vision for Reconciliation

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At HCI, we envision a future where education serves as a bridge to equity, opportunity, and empowerment.

We are committed to ensuring that Aboriginal and Torres Strait Islander peoples have equal access to education and meaningful employment, fostering a society where their cultures, histories, and contributions are deeply respected and celebrated.

Guided by our values of Innovation, Caring, Excellence, Honesty, Openness, and Trust, we seek to create culturally safe spaces, embed truth-telling and self-determination in our approach, and strengthen partnerships that drive positive change. We acknowledge the resilience and knowledge of Aboriginal and Torres Strait Islander communities, which have flourished for thousands of years, and we are committed to ensuring this wisdom continues to be valued in education and healthcare.

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**We believe that true reconciliation is achieved through shared learning, respect, and action. By walking together, listening, and learning, we can contribute to a future that is inclusive, fair, and enriched by the diversity of all peoples.**

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## Message from the Board Chair

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### **Chandana Hewage**

Chair - Board of Directors  
(IHM, IHNA)

Health Careers International (HCI) is proud to present our Reconciliation Action Plan (RAP), a reflection of our commitment to fostering meaningful relationships with Aboriginal and Torres Strait Islander peoples and ensuring equitable access to education and employment opportunities.

As an organisation dedicated to our mission Education for Employment, we recognise that true reconciliation requires action, accountability, and respect. Education is a powerful tool for change, and through this RAP, we aim to create culturally safe learning environments, engage with communities authentically, and embed First Nations perspectives into our teaching and governance.

We acknowledge the rich histories, cultures, and contributions of Aboriginal and Torres Strait Islander peoples and commit to walking alongside them in shaping a more inclusive and equitable future. This RAP is not just a policy—it is a pledge to build trust, create opportunities, and ensure that reconciliation is embedded in every aspect of our work.

On behalf of the HCI Board, I extend my gratitude to all who have contributed to this initiative. By working together, listening, and learning, we can ensure that education continues to be a force for empowerment and positive change.

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**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

## **Reconciliation Australia commends Health Careers International 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 Health Careers International 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, Health Careers International 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. Health Careers International is part of a strong network of more than 2,500 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Health Careers International'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 Health Careers International on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



### **Dr Bijo Kunnumpurath**

Chief Executive Officer & Founder  
Health Careers International (HCI)

At Health Careers International (HCI), we believe that education is a powerful force for change, opening doors to opportunity and empowerment. Our Reconciliation Action Plan (RAP) is a reflection of our ongoing commitment to ensuring that Aboriginal and Torres Strait Islander peoples have equitable access to education, employment, and professional development in the health sector.

Reconciliation is more than a statement of intent—it is a responsibility. As educators, we must create inclusive learning environments, foster mutual understanding, and embed cultural safety across all aspects of our organisation.

We recognise that true reconciliation requires us to listen, learn, and evolve. It challenges us to be proactive in breaking down barriers and ensuring that our actions are meaningful and lasting. Through our RAP, we are committed to developing educational pathways that are accessible, relevant, and empowering for Aboriginal and Torres Strait Islander communities.

### **At the heart of this commitment are our core values:**



#### **Innovation**

Continuously improving our education and training models to meet diverse cultural needs.



#### **Caring**

Providing an environment where every individual is respected and supported.



#### **Excellence**

Striving for the highest standards in everything we do.



#### **Honesty**

Engaging in open, transparent, and meaningful conversations about reconciliation.



#### **Openness**

Creating space for Aboriginal and Torres Strait Islander voices in our decision-making.



#### **Trust**

Building long-term, authentic relationships with First Nations communities.

As we embark on this journey, we acknowledge that reconciliation is a shared responsibility. It requires genuine commitment from every level of our organisation and beyond. We are dedicated to ensuring that HCI is a place where education serves as a bridge to equity, opportunity, and empowerment for all.

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## Our Business

Health Careers International (HCI) is a private tertiary education institution that embraces diversity, welcoming students and staff from various backgrounds. HCI is a collective of companies specialising in education and systems aimed at advancing the careers of healthcare professionals both in Australia and globally. Key entities under HCI include the Institute of Health and Nursing Australia (IHNA) and the Institute of Health and Management (IHM).



IHNA is a Registered Training Organisation (RTO), accredited by the Australian Skills Quality Authority (ASQA),



IHM on the other hand, is accredited by the Tertiary Education Quality and Standards Agency (TEQSA) in Australia,

**Offering a wide range of courses in nursing and healthcare.**

**Providing specialised graduate and postgraduate courses in nursing and healthcare.**

HCI's primary mission is to deliver education and training that meets the evolving needs of the health and social care industry. The institute focuses on health-specific education areas including nursing, counseling, mental health, and childcare, addressing the full spectrum of care from infancy to old age. Additionally, IHNA offers business and administration courses that support health industry careers.

**IHNA and IHM operate with a team of around 500 employees across 8 campuses located in Parramatta (NSW), Perth (WA), Brisbane (QLD) and various locations in Victoria including Heidelberg, North Melbourne, and Melbourne CBD, where the head office is also situated.**

The stakeholders of these institutions include domestic and international students, educators, healthcare professionals, aged care professionals, staff from hospitals and other health-related facilities, regulatory and accreditation bodies and associated member organisations.

Currently, IHNA employs one Aboriginal and Torres Strait Islander staff member to provide training in Aboriginal and Torres Strait Islander Peoples' Health. The organisation is committed to increasing the employment of Aboriginal and/or Torres Strait Islander individuals, envisioning roles such as support staff and specialist staff, including Early Childcare Educators, in the near future.

To support these efforts, HCI is implementing a Reconciliation Action Plan (RAP), which will provide a structured approach to contributing to the reconciliation movement. RAPs offer significant benefits for First Nations peoples and enhance cultural safety within the workplace. HCI is committed to achieving equity through excellence, and its RAP reflects a formal commitment to actively participating in the reconciliation movement.

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## Our vision for reconciliation

(Connect and Empower)

Our vision for reconciliation is to empower individuals through education, fostering pathways to meaningful employment and ensuring equitable opportunities for all. This vision emphasises Health Careers International's (HCI) dedication to education as a means to achieve reconciliation, particularly as education facilitates employment opportunities.

HCI's vision is to inform all that we do for staff, students and the community aligned with an approach that recognises and integrates human dignity and human rights and advances the common good. Our core activities of student education and learning and engagement with communities must reflect ethical and social justice. Our Reconciliation Action Plan (RAP) enables our organisation to drive and empower Aboriginal and Torres Strait Islander peoples, encouraging them to begin their academic journey while maintaining a strong sense of cultural identity and well-being.

Our vision is to deepen our understanding of cultural and spiritual connections in order to reflect equity and diversity.

## Our aspiration is to contribute to reconciliation by:

- » Ensuring our learning environments are culturally safe for Aboriginal and Torres Strait Islander students, staff and community members, in that they are treated with dignity and respect.
- » Providing opportunities so that Aboriginal and Torres Strait Islander peoples have equitable life choices and opportunities with regard to education and employment as an initiative in Closing the Gap in the education and training sector.
- » Creating cross cultural learning experiences that provide non-Indigenous students and staff with the ability to work with, respect and understand Aboriginal and Torres Strait Islander peoples.
- » Ensuring Aboriginal and Torres Strait Islander cultures, knowledge and stories are understood, respected and embedded in our teaching and learning, research and engagement activities at HCI.
- » Engaging authentically with Aboriginal and Torres Strait Islander peoples, communities and organisations to build cultural capability and knowledge based on trust, reciprocity and respectful relationships.
- » Effectively championing and modelling reconciliation across all campuses and for other institutions, organisations and communities
- » Recruiting, developing and retaining Aboriginal and Torres Strait Islander staff and students across HCI
- » Providing a culturally safe and responsive environment for Aboriginal and Torres Strait Islander peoples which acknowledges, embraces and nurtures their identities and needs, and promotes shared respect, meaning, knowledge and experiences.
- » Conducting annual seminars under our Indigenous Education and Empowerment program across our four current campuses with the aim of facilitating a minimum of ten Aboriginal and Torres Strait Islander peoples undertaking formal education within the current calendar year.

**These same principles are embedded in the Charter of Education concerning the teaching and recognition of Aboriginal and Torres Strait Islander peoples.**

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## Our Reconciliation Action Plan

**HCI, as in both Institute of Health & Nursing Australia (IHNA) - Vocational Education & Training Provider and Institute of Health & Management (IHM) - Higher Education Provider, intends to work and engage with local Aboriginal and Torres Strait Islander communities and Traditional Custodians.**

As tertiary education providers, we have initiated partnerships with local Aboriginal and Torres Strait Islander peoples and their communities as well as organisations. We share a common goal to work collaboratively in response to being more culturally safe and aware, which is part of the Australian Health Practitioner Regulation Agency (AHPRA)'s health professionals' roles and responsibilities to be culturally safe.

HCI recognises that reconciliation is an ongoing process and that planning for it is important. Our RAP outlines our goals for the future in alignment with the reconciliation key pillars of Relationships Respect and Opportunities. HCI has engaged with Aboriginal and Torres Strait Islander communities in several priority areas

including learning and teaching, employment and engagement. As we explore ways we can better understand and effect positive change in collaboration with Aboriginal and Torres Strait Islander peoples and communities. We acknowledge the importance of formally committing to the reconciliation process through this first RAP.

Our RAP highlights the fact that reconciliation will be promoted as important to all HCI stakeholders, and that it benefits everyone. It will guide our organisation in creating reciprocal partnerships with Aboriginal and Torres Strait Islander peoples and communities. HCI has developed a Reconciliation Action Plan (RAP) to raise awareness regarding issues facing Aboriginal and Torres Strait Islander Peoples in our organisation and our community as well as to form meaningful engagements and relationships. The RAP will guide HCI to facilitate conducting annual seminars under our Indigenous Education and Empowerment program to facilitate and encourage Aboriginal and Torres Strait Islander peoples to join formal education. The RAP aims to promote an inclusive community at all HCI campuses and to promote cultural safety of all students and staff. HCI will deepen our understanding of Aboriginal and Torres Strait Islander histories, knowledges, and cultures by providing improved opportunities to embed Aboriginal and Torres Strait Islander ways of knowing, being, doing and learning across the entire organisation through education, employment, culture, capability, enhancement, engagement, and governance. Our RAP will be reviewed continually in order to learn from it and evolve the reconciliation path. This RAP will, therefore, be open to continuous monitoring, review, and amendment.

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HCI commenced the development of RAP in 2021. IHNA's Academic Director and IHM's Academic Dean are the champions of the RAP. They will focus on organising events and raising awareness through cultural events and online training and presentations. So far, the following has been achieved:

- » Formulation of a committee to address issues regarding Aboriginal and Torres Strait Islander education and support.
- » Involvement of members from Aboriginal and Torres Strait Islander communities as:
  - » Members of the working group
  - » Reviewers of teaching materials such as unit guidelines specific to Aboriginal and Torres Strait Islander subjects
  - » Teachers/lecturers in the specialist units as permanent staff or invited speakers
- » Membership to the Congress of Aboriginal and Torres Strait Nurses and Midwives (CATSINaM)
- » Membership to Reconciliation Western Australia
- » Communication with Victorian Aboriginal Community Control Health Organisation (VACCHO)
- » Compulsory Aboriginal and Torres Strait Islander orientation unit for both staff and students
- » Celebration of NAIDOC and Reconciliation events

Below is a list of other key personnel who are involved in the RAP Working Group. The list consists of both internal and external participants.

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**Mr. Dennis Simmons**

Chair, Aboriginal and Torres Strait Islander Education & Support Committee

**Ms. Allison Heinritz**

Member, Aboriginal and Torres Strait Islander Education & Support Committee

**Ms. Esther Gounder**

Social Work Lecturer, IHM

**Dr. Shisir Manandhar**

Academic Director IHNA

**Nayana Babu Sreelatha**

Project Manager IHM

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**Dr. Bijo Kunnumpurath**

Chief Executive Officer & Founder, HCI

**Sharmilla**

Manager - People and Culture

**A/Prof. Lisa Hodge**

Head of School, Social Work, IHM

**Jimmy Jacob**

Company secretary, Head People & Culture, Corporate Services

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Mr. Dennis Simmons, Perth is part of the RAP Working Group. He is the Chair of the Aboriginal and Torres Strait Islander Education & Support Committee. He is the CEO at Maar Koodjal Aboriginal Corporation. Esther Gounder is another staff member from the Aboriginal and Torres Strait Islander community, serving IHM as a social works lecturer. These three members have an ongoing relationship with our organisation both as committee members and also delivery of lectures as required. HCI is working towards having more Aboriginal and Torres Strait Islander representation in the working group through different organisations specialised in Aboriginal and Torres Strait Islander cultural safety, health and wellbeing.

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## Relationships

We recognise that relationships are the cornerstone to effective engagement with Aboriginal and Torres Strait Islander communities and ultimately, to achieving our reconciliation goals. We are committed to bringing Aboriginal and Torres Strait Islander peoples, HCI, and broader Australian communities together on a journey of increased mutual understanding and respect that enable all of us to truly value culture, rights and experiences. HCI is committed to providing a safe and inclusive environments for all HCI students, staff, and stakeholders, including Aboriginal and Torres Strait Islander peoples. To achieve reconciliation, HCI workforce need to develop strong relationships with Aboriginal and Torres Strait Islander peoples and Communities. Our annual seminar aims to develop deeper connections with Aboriginal and Torres Strait Islander people all across Australia and encourage them to view opportunities that can be tapped into by enrolling into formal education. We will work with our industry and business partners, to build and promote reconciliation together. By collaborating as a proud, passionate, and student-focused team, we can deliver culturally inclusive products and services. When programs and policies that affect the lives of Aboriginal and Torres Strait Islander peoples are developed and implemented in genuine partnership, mutually beneficial outcomes are achieved. We seek to implement strategies that will assist Aboriginal and Torres Strait Islander peoples in strengthening self-determination, and thereby support IHM and IHNA as the education providers of choice.

### Focus area:



**Engaging community:** HCI will work in partnership with Aboriginal and Torres Strait Islander staff, students, customers, and community organisations to ensure a genuine understanding of diverse cultural needs, to maximise engagement in education and training pathways and employment opportunities.



**Business collaboration:** By strengthening our business partnerships, HCI can align courses and services with industry priorities, and understand employment trends to support our Aboriginal and Torres Strait Islander Communities in achieving self-determination. To uphold our dedication to supporting Aboriginal and Torres Strait Islander Communities in achieving self-determination, HCI pledges to:



**Engage Proactively:** Actively seek and establish partnerships with Aboriginal and Torres Strait Islander community organisations and businesses that share our commitment to cultural inclusivity and community empowerment.



**Prioritise Community Needs:** Regularly consult with Aboriginal and Torres Strait Islander communities to ensure that our collaborative efforts directly address their aspirations and challenges.



**Foster Skill Development:** Collaborate with industry partners to develop and deliver training programs that equip community members with relevant skills and knowledge, enhancing their employability and self-sufficiency.



**Monitor & Evaluate:** Establish mechanisms to monitor the effectiveness of our collaborations, ensuring that they contribute positively to the advancement of Aboriginal and Torres Strait Islander Communities.

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Action	Deliverable	Timeline	Responsibility
<p>Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</p>	<p>Meet and reach out local Aboriginal and Torres Strait Islander stakeholders (Clinical Partners) and organisations to develop guiding principles for future engagement</p>	<p>March 2025</p>	<p>Academic Dean &amp; Academic Director</p>
	<p>Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations</p>	<p>March 2025</p>	<p>RAP Project Manager</p>
<p>Build relationships by celebrating National Reconciliation Week (NRW).</p>	<p>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff</p>	<p>May 2025, 2026</p>	<p>People &amp; Culture (P&amp;C) Officer</p>
	<p>RAP Working Group Members to participate in an external NRW event</p>	<p>27<sup>th</sup> May – 3<sup>rd</sup> June 2025, 2026</p>	<p>RAP Working Group Chair</p>
	<p>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW</p>	<p>27<sup>th</sup> May – 3<sup>rd</sup> June 2025, 2026</p>	<p>Even Coordinator and Stakeholder Engagement Officer</p>
	<p>Organise at least one NRW event each year</p>	<p>27<sup>th</sup> May - 3<sup>rd</sup> June 2025, 2026</p>	<p>Even Coordinator and Stakeholder Engagement Officer</p>
	<p>Register all our NRW events on Reconciliation Australia's NRW website</p>	<p>May 2025, 2026</p>	<p>Even Coordinator and Stakeholder Engagement Officer</p>
	<p>Extend an invitation to Aboriginal and Torres Strait Islander peoples to share their stories to build and strengthen relationships during NRW</p>	<p>May 2025, 2026</p>	<p>Marketing Coordinator</p>

Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	November 2025	RAP Project Manager
	Communicate our commitment to reconciliation publicly	January 2025	RAP Project Manager
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	October 2025, 2026	RAP Project Coordinator
	Inclusion of Narragunnawali Program to all nursing curriculum	December 2025, 2026	Academic Dean & Academic Director
	Ensure all aspects of HCI's commitment to reconciliation including policies events and achievements are included in the website	September 2025	Marketing Coordinator
	Identify external stakeholders that HCI can engage and collaborate with regarding reconciliation process	February 2025	Academic Dean & Academic Director
	Include RAP awareness in HCI induction process	October 2025	Head of People and Culture

Promote positive race relations through anti-discrimination strategies	Educate senior leaders on the effects of racism.	October 2025	Academic Dean & Academic Director
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	October 2025	Manager - People & Culture
	Develop, implement and communicate an anti-discrimination policy for our organisation.	October 2025	Manager - People & Culture
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy	October 2025	Manager - People & Culture
	Promote Promote SBS First Nations training online tool to all staff.	October 2025	People & Culture Coordinator
Engage our students in reconciliation through an annual seminar under our Indigenous Education and Empowerment program	Conduct seminars across all four campuses with keynote speakers discussing various relevant topics with inclusion of reconciliation focuses	February 2025, June 2025, February 2026	Campus Managers
	Organise guest speakers discussing their life and success stories in various fields	September 2025	Even Coordinator and Stakeholder Engagement Officer
	Organise information sessions related to various courses and work opportunities available in different fields like administrative, welfare and healthcare.	September 2025	People & Culture Coordinator
	Organise logistics of day tours around our city campus for First Nations participants of the seminars	September 2025	Campus Managers

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## Cultural Safety:

A culturally safe and secure environment is one where Aboriginal and Torres Strait Islander peoples feel safe and draw strength in their Identity, Culture, and Community. HCI is committed to breaking down barriers to achieve cultural understanding and responsiveness by embedding the voice of Aboriginal and Torres Strait Islander peoples and communities into the organisation's vision, purpose, and values. This will be achieved through aspects such as participation in cultural training the whole organisation and to engage with Aboriginal and Torres Strait Islander communities where appropriate. HCI will provide opportunities for Aboriginal and Torres Strait Islander employees and non-Indigenous employees to develop and build positive relationships with each other.

At HCI, we recognise that a culturally safe and secure environment is fundamental to the well-being of Aboriginal and Torres Strait Islander peoples. We are dedicated to creating spaces where individuals can feel safe and draw strengths from their identity, culture and community. To achieve this, we commit to breaking down barriers by embedding the voices of Aboriginal and Torres Strait Islander peoples and communities into our organisation's vision, purpose and values. As part of our ongoing efforts, we will implement targeted actions focused on enhancing cultural safety within our campuses and service offerings. This includes comprehensive cultural training for the entire organisation, ensuring that every member is equipped with the knowledge and skills necessary to contribute to a culturally safe environment. We will actively engage with Aboriginal and Torres Strait Islander communities, seeking their guidance and collaboration where appropriate. Moreover, we will establish culturally sensitive feedback mechanism to provide a platform for individuals to share their experiences. This does not only include our physical spaces within our campuses but extends to our overall service offerings. We are committed to fostering an atmosphere where feedback is valued, and concerns related to cultural safety are addressed promptly. Through these initiatives we aim to cultivate an inclusive community that celebrates diversity, respects cultural differences and promotes a sense of belonging for everyone associated with HCI.

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Action	Deliverable	Timeline	Responsibility
<p>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.</p>	<p>Conduct a review of cultural learning needs within our organisation.</p>	<p>May 2025, 2026</p>	<p>RAP Project Coordinator (People &amp; Culture Member)</p>
	<p>Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.</p>	<p>December 2025</p>	<p>Academic Dean &amp; Academic Director</p>
	<p>Provide opportunities for RAP Working Group members, People &amp; Culture Managers and other key leadership staff to participate in formal and structured cultural learning.</p>	<p>December 2025, 2026</p>	<p>People &amp; Culture Coordinator</p>
	<p>Develop and implement an Aboriginal and Torres Strait Islander cultural awareness training strategy for HCI staff which defines cultural learning needs of employees in all areas of HCI business and considers various ways cultural learning can be provided. This will be extended to students to also participate in.</p>	<p>October 2025</p>	<p>RAP Project Manager</p>
	<p>Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training.</p>	<p>December 2025, 2026</p>	<p>Academic Dean &amp; Academic Director</p>
	<p>Identify cultural learning requirements specific to our staff's training need.</p>	<p>October 2025</p>	<p>People &amp; Culture Coordinator</p>
	<p>Investigate local cultural experiences and immersion opportunities.</p>	<p>October 2025</p>	<p>RAP Project Manager</p>

Engage employees in continuous cultural learning opportunities to increase understanding, appreciation and respect of Aboriginal and Torres Strait Islander cultures, histories, and achievements	Develop a “Cultural Sensitivity Course” for inclusion in the probation requirements for new academic staff	December 2025, 2026	Head of People and Culture
	Review existing policies for cultural appropriateness	October 2025	People & Culture Manager
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	October 2025	People & Culture Coordinator
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	October 2025	Learning & Development Manager
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	September, 2025	Campus Managers
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	September 2025	RAP Project Manager
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2025	RAP Project Manager
	Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week.	First week in July 2025, 2026	Manager - People & Culture
	Review HR policies and procedures to remove barriers to staff participating before NAIDOC Week.	January 2025, 2026	Manager - People & Culture

Promote and celebrate significant dates of importance for Aboriginal and Torres Strait Islander peoples.	Celebrate and recognise Aboriginal and Torres Strait Islander dates of significance.	January 2025	RAP Project Manager
	Connect with local organisations where our campuses are situated to notify us of upcoming events that are significant to them or our local Council of upcoming events from their websites or local Aboriginal organisations' websites.	November 2025	Academic Dean & Academic Director

## Opportunities

HCI aims at creating innovative and inclusive solutions to ensure that we are a leading education and training provider, especially in healthcare domain, the provider that Aboriginal and Torres Strait Islander students love to study at, and to become an education provider where Aboriginal and Torres Strait Islander peoples want to work. In developing and implementing culturally appropriate, partnership-centred services that uphold the unique rights of Aboriginal and Torres Strait Islander peoples, HCI will create a culturally safe environment where Aboriginal and Torres Strait Islander peoples can participate equally and respectfully, to further their education and training needs. By recognising, understanding, and leveraging diversity, while also valuing and respecting the expertise of our employees, HCI will develop opportunities that improve organisational health and support positive engagement of our people. This will help to provide enjoyable, challenging, and rewarding careers for all employees - including Aboriginal and Torres Strait Islander peoples - and create a highly productive, highly skilled, customer-focused, and engaged workforce that is supportive, collaborative, and is valued for their contributions.

### Focus area:

## Students:

### Engage, enrol, support, and success -

HCI is committed to ensuring it is the education provider that is loved by Aboriginal and Torres Strait Islander peoples and communities. HCI is committed to supporting students in studying for their chosen qualifications and in graduating successfully.

## Employment:

### Attract, recruit, retain, and develop -

HCI is committed to ensuring it is an employer where Aboriginal and Torres Strait Islander peoples and communities love to work.

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	October 2025	People & Culture Manager
	Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention strategy.	January 2025	Head of People and Culture
	Engage with Aboriginal and Torres Strait Islander staff to consult on how we support their professional development and include strategies in our professional development strategy	January 2025	Manager People and Culture
	Review HR and recruitment procedures and policies to ensure there are no barriers for Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace in the various locations of our campuses.	October 2025	Head of People and Culture
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	January 2026	Head of People and Culture
	Develop and implement an Aboriginal and Torres Strait Islander Employment, Professional Development and Retention strategy.	November 2025	Manager - People & Culture

	Advertise all IHM IHNA Job vacancies especially in Academic roles in Aboriginal and Torres Strait Islander media	January 2025	People & Culture Coordinator
	Include in all job advertisements, 'Aboriginal and Torres Strait Islander people are encouraged to apply.'	January 2025	People & Culture Officer
	Engage with external Aboriginal and Torres Strait Islander peoples and/or consultants to advise on recruitment, employment and retention strategies, including professional development.	January 2025	Manager - People & Culture
	Develop and implement Aboriginal and Torres Strait Islander employment pathways (e.g., traineeships or internships).	February 2025	Head of People and Culture
Increase Aboriginal and Torres Strait Islander supplier diversity and student financial support to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	November 2025	Manager - People & Coordinator
	Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.	November 2025	Manager - People & Coordinator
	Support scholarships for Aboriginal and Torres Strait Islander students.	January 2025	Academic Dean & Academic Director
Create mentoring and networking opportunities for students and staff	Develop an Aboriginal and Torres Strait Islander student professional mentoring network.	November 2025	Academic Dean & Academic Director
	Develop a cultural mentoring network for existing staff and managers.	November 2025	Manager - People & Coordinator

## Governance

HCI understands that a RAP document is the starting point for progressing reconciliation goals and targets. It is everybody's responsibility to achieve what is documented, and this include students, staff, and in collaboration with Aboriginal and Torres Strait Islander communities. To achieve the set goals will require commitment, a learning spirit and involvement by all at HCI. Continued tracking of our effort will enable us to build on our strengths, overcome any weaknesses, and leverage opportunities as they arise. This is a long journey requiring patience, commitment and ongoing collaboration, and celebration of progress made.

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG through the Aboriginal and Torres Strait Islanders Education & Support Committee.	March 2025 (Review)	RAP Project Manager
	Establish and apply a Terms of Reference for the RWG.	March 2025 (Review)	RAP Project Manager
	Meet quarterly to drive and monitor RAP implementation.	March, June, September, December, 2025, 2026	RAP Project Manager
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	March, June, September, December, 2025, 2026	RAP Project Manager
	Engage our senior leaders and other staff in the delivery of RAP commitments.	March, June, September, December, 2025, 2026	RAP Project Manager
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	March, June, September, December, 2025, 2026	RAP Project Manager
	Appoint and maintain an internal RAP Champion from senior management.	March, June, September, December, 2025, 2026	RAP Project Manager

Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	Due 30 September annually	RAP Project Manager
	Report RAP progress to all staff and senior leaders quarterly.	March, June, September, December, 2025, 2026	RAP Project Manager
	Publicly report our RAP achievements, challenges and learnings, annually.	March, December, 2025, 2026	RAP Project Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2026	Manager - People & Coordinator
Review, refresh and update RAP	Register via Reconciliation Australia's website to begin developing our next RAP.	July 2026	RAP Project Manager
	Submit a traffic light report to Reconciliation Australia to support the development of our next RAP	July 2026	RAP Project Manager
	Develop and distribute an expression of interest to join the RWG for key Aboriginal and Torres Strait Islander peoples within our sphere of influence.	November 2025	RAP Project Manager

## Contact Us

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