



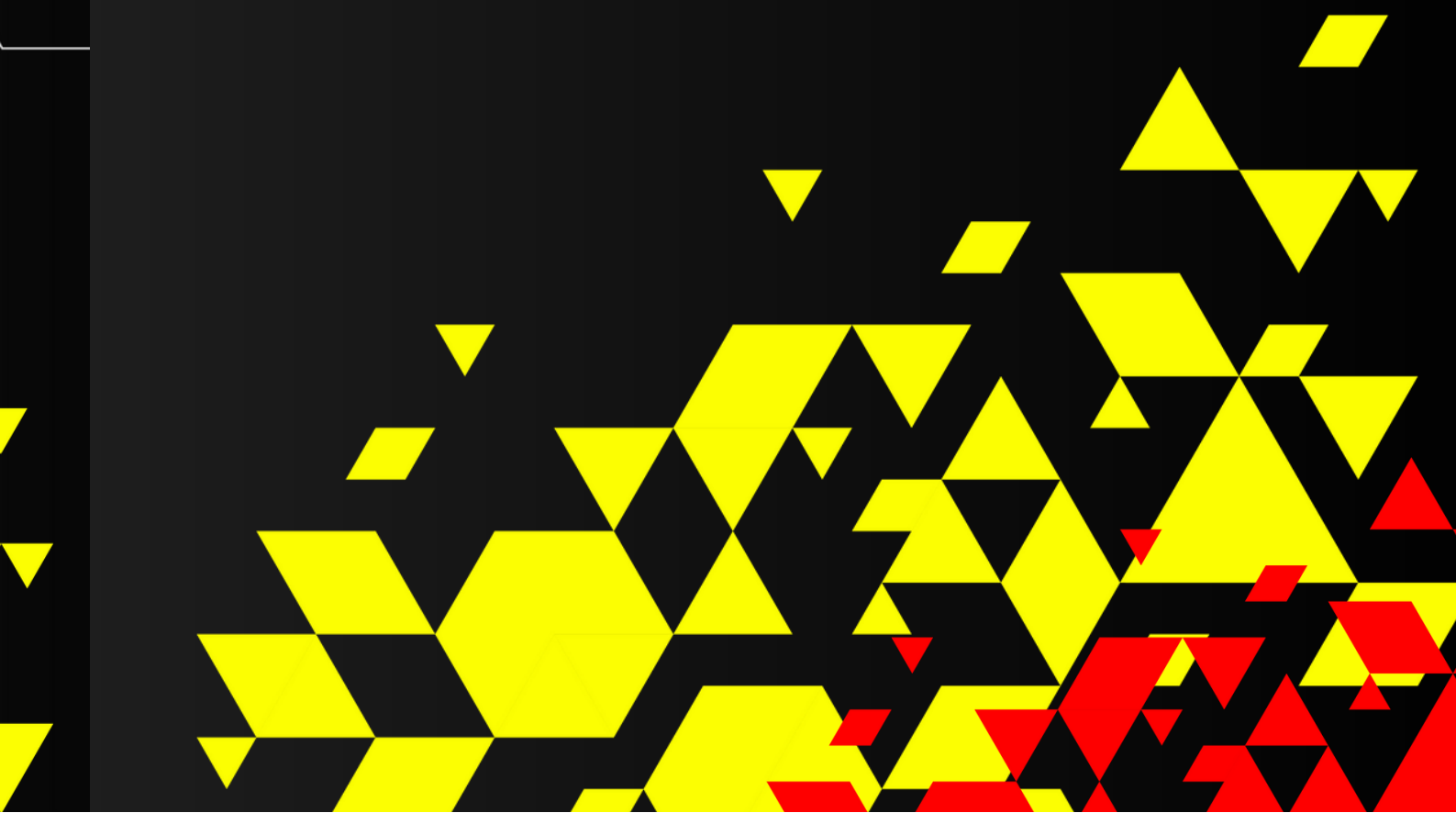
RECONCILIATION ACTION PLAN

November 2022 - May 2024



RECONCILIATION
ACTION PLAN

REFLECT



ALWAYS WAS ALWAYS WILL BE . . .

The Australian Institute of Music acknowledges the traditional custodians of the lands on which our campuses are situated; the Wurundjeri Woi Wurrung of the Kulin Nation, and the Gadigal of the Eora Nation.

As we share our knowledge in teaching and learning, we pay our respects of Elders past and present, as it is their knowledge and experience that holds the key to the success of future generations.



CONTENTS

Acknowledgement of Country	2
A Message from the AIM CEO	4
Reconciliation Australia	6
Our Business	8
Our Reconciliation Action Plan (RAP)	9
Relationships	11
Respect	12
Opportunities	12
Governance	13
Contacts	14



A MESSAGE FROM THE AIM CEO

I am delighted to present the Australian Institute of Music's Reconciliation Action Plan (RAP) 2022 to 2024, enshrining our commitment to reconciliation with the First Nations peoples of Australia.

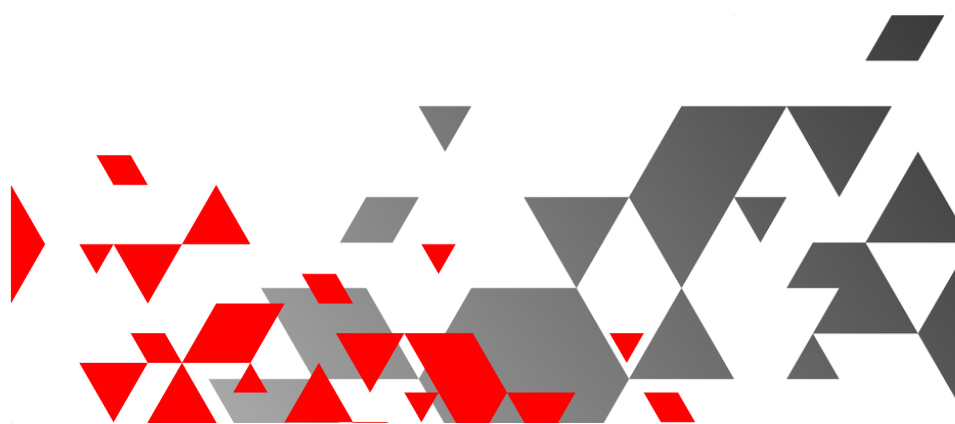
While our inaugural RAP is only a step in our ongoing reconciliation journey, it is one we take proudly and with unwavering support across the institute.

I want to acknowledge the members of the Aboriginal and Torres Strait Islander community as the First People and the Traditional Custodians of this great land. The impact of colonisation cannot be understated and acts as a reminder of the critical work that lies ahead.

Implementing our RAP relies on deepening engagement with communities, staff, students and our partners to advance our vision for reconciliation. That is, to ensure every First Nation's person is equitably respected, valued and included. That journey requires us to first reflect, research, learn, and centre First Nation's voices.

Our RAP is supported by our dedication to diversity and inclusion within the organisation including the principles of equal treatment and opportunities for all, and these underpin our continued pursuit of reconciliation.

Moreover, we are focused on genuine allyship and advocating for better outcomes for Aboriginal and Torres Strait Islander peoples. Among the actions outlined in our RAP, we intend to raise First Nations cultural awareness to foster respect as AIM tries to authentically address reconciliation and diversity and inclusion and offer a place where First Nations Australians can access education and be supported to succeed, including through the First Nations Community Centre on our Melbourne Campus.



We will aim to support local communities by familiarising ourselves with, and adhering to, traditions customary to the people with which we at AIM conduct our business. We will meet with an elder of the Wurundjeri-Woi Wurrung community so they may name our community centre in language, and so we can join the community of organisations that pay our respects and acknowledge the traditions and customs passed down over a hundred thousand years.

We will foster the continued growth of indigenous scholarships at AIM, pursue Indigenous music education in our curriculum, and employ more First Nations lecturers.

We acknowledge we need to do better to support First Nations musicians and to do so we must pursue our reconciliation journey. We are working hard to develop meaningful relationships with Indigenous musicians and organisations, and to create a safer environment for First Nations colleagues and students. We want to ensure that all AIM staff and graduates have the skills to support First Nations peoples in their journey of reconciliation and healing.

In developing our first RAP, we embraced the process of acknowledging where we are as an organisation and planning to move forward. This process was introspective. We're excited to now begin developing and deepening relationships with First Nations musicians and educators, and to begin to explore our unique vision for reconciliation. Hence we note this is just the beginning in our pursuit of reconciliation, and that the broader goal to actively participate in a truly inclusive nation is music to our ears!

John Chalmers
Chief Executive Officer
Australian Institute of Music



RECONCILIATION AUSTRALIA

Reconciliation Australia welcomes the Australian Institute of Music (AIM) to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

AIM joins a network of more than 2,200 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

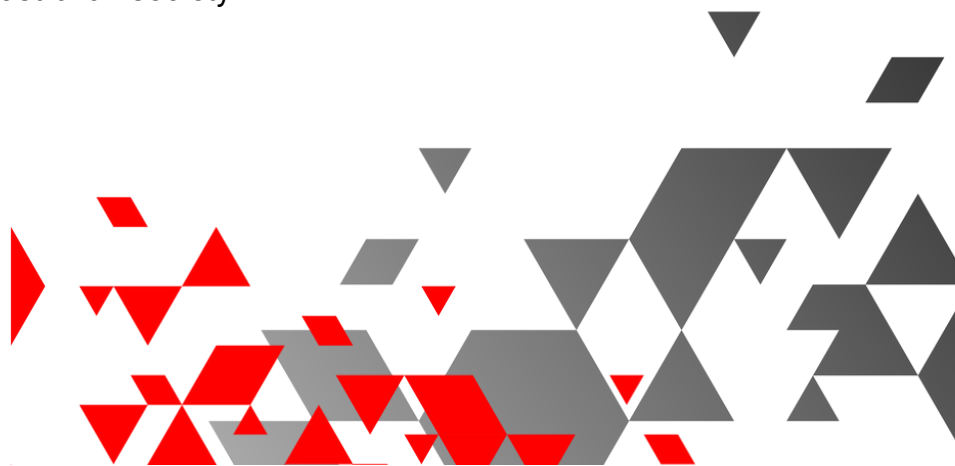
Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation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

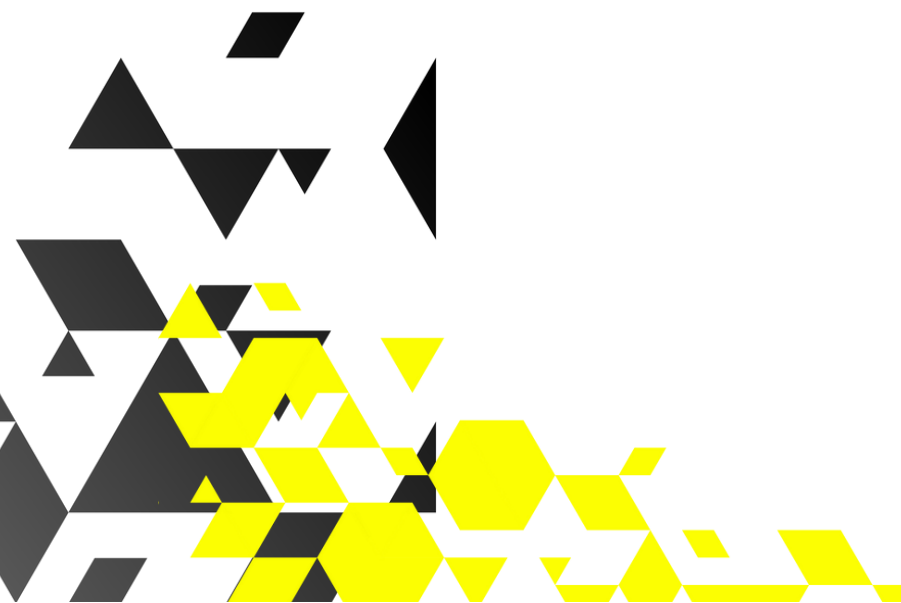
It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.



This Reflect RAP enables AIM 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 AIM, 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



OUR BUSINESS

The Australian Institute of Music (AIM) offers accredited higher education degrees in music and related fields. These include Bachelor of Music, Bachelor of Entertainment Management, Master of Music and Master of Arts and Entertainment Management. These degrees can be taken with specialisation in classical, contemporary, composition and production, audio, music theatre, or music management. We also offer shorter courses for those interested in these areas.

AIM has been operating for over fifty years, expanding from a classical guitar school into an accredited Institute of Higher Education. It also houses a music innovation project, known as the iHub, where music start-up businesses are nurtured and explored. AIM holds concerts and conferences on site for music-related organisations, as well as other educational bodies. We also welcome visiting high schools with whom we conduct performances and masterclasses.

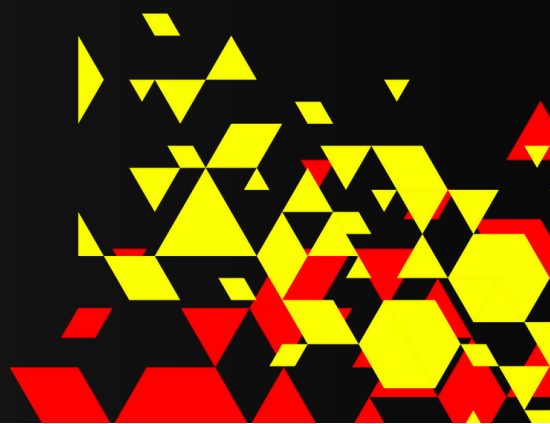
We currently employ 171 staff (full-time, part-time and casual), only one of whom identifies as an Aboriginal person. We also have 5 staff on international visas.

Most of AIM's activities take place in Sydney and Melbourne, with some students from regional areas in both states. We have international students from 36 countries.

AIM has two campuses, one at The Rocks (Tallawoladah) in Sydney and one at 120 King St, Melbourne (Naarm).

The Sydney campus houses 550-650 students most years, while the Melbourne campus houses 200-250.

Since the pandemic, a small number of students have joined AIM for online study only, but the focus of our teaching is face-to-face.



OUR RECONCILIATION ACTION PLAN

AIM respects the value and importance of First Nations voices and First Nations artists, and recognises the role that First Nations music has had in contemporary Australia and the wider awareness of First Nations justice.

We also acknowledge that we need to do better to support First Nations musicians, and to do so we must begin our reconciliation journey. We want to develop meaningful relationships with First Nations musicians and organisations, create a safer environment for First Nations colleagues and students, and ensure that all AIM staff and graduates have the skills and understanding to create culturally safe spaces and support First Nations peoples.

Management has been supported by the Board of Directors and the Academic Board to pursue this path.

The RAP will be led by the CEO, our RAP Champion. While the CEO will take the lead, a senior staff member in Melbourne will be responsible for pushing forward work related specifically to our Melbourne operation (since the CEO is based in Sydney).

Our RAP Working Group (RWG) will meet regularly to ensure progress is made according to the dates outlined. Issues raised will be delegated internally across the AIM leadership structure for rapid resolution. The work of the RWG will also be reported via the CEO to the AIM Board of Directors.

After each year of operation, we will review the RWG set up via a survey to ensure it is achieving its goals.

At present, we have begun to consider the content of AIM courses, the availability of support for First Nations students and staff (see the Community Centre below), and the involvement of First Nations musicians and industry professionals in AIM events. We are near the beginning of the process.

We have begun to expand our partnerships with First Nations groups, in particular through a new educational partnership with Music NT. We have recently submitted new degrees for accreditation which include a larger focus on Australian music, especially that of First Nations musicians. Our new Learning and Teaching Three-Year Plan identifies social justice issues as an important focus for teaching.

We have recently introduced a First Nations awareness seminar into our Orientation Week activities, ensuring that all incoming students have a basic understanding of the depth and importance of First Nations cultures, the importance of acknowledging country, and the continuing impact of colonisation on First Nations Australians.

AIM established an Indigenous Working Group after discussions with singer-songwriter Leah Flanagan about how to bring First Nations issues to the fore at AIM. The Group was shaped by the CEO in collaboration with Michael Higgins, an AIM student and Djab Wurring man who suggested developing a First Nations Community Centre on our Melbourne campus. The Community Centre opened in 2021, coordinated by Michael, who also serves on the AIM Academic Board.

The Indigenous Working Group is now called the RAP Working Group and is made up of nine members of staff and leadership, including one First Nations person. Those members include:

- Chair of the Board of Directors
- Chief Executive Officer
- Head of People and Culture
- Head of Melbourne
- Head of Learning and Teaching
- Associate Head of Learning and Teaching (Graduate Studies)
- Head of Pathways and Engagement
- Diversity Advisor
- First Nations Community Centre Coordinator
- Student Recruitment Officer

For several years, AIM has made available a scholarship for a First Nations music student to be supported to study a degree fulltime at AIM. One scholarship has been awarded so far.

In 2021, we began a partnership with Music Northern Territory and the Bachelor Institute (BI) to explore delivering teaching support for NT students wishing to study music and work in the industry. Currently in the development phase, the plan includes working with First Nations students in performance production and management; with a goal to develop skills in all aspects of local events in order to create sustainable and independent event activities within NT, and to provide pathways for further education either at BI or AIM's Sydney and Melbourne campuses. While we don't yet have a timeframe for implementation, we are continuing to develop relationships with both BI and Music Northern Territory.

Relationships

Action	Deliverable	Timeline	Responsibility
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence (education and music)	Dec 2022	Head of Partnerships and Engagement
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Dec 2022	Head of People & Culture
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	April, May 2023, 2024	Diversity Advisor
	RAP Working Group members to participate in an external NRW event.	May-June 2023, May-June 2024	Head of People & Culture
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May-June 2023, May-June 2024	Head of People & Culture
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	Nov 2022	CEO
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	Feb 2023	Head of Partnerships and Engagement
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	Feb 2023	Diversity Advisor, First Nations Centre Coordinator
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	Feb 2023	Head of People & Culture
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Feb 2023	Head of People & Culture

Respect

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	Dec 2023	CEO
	Conduct a review of cultural learning needs within our organisation.	Feb 2023	Associate Head of Learning and Teaching (Postgraduate)
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	Mar 2023	First Nations Community Centre Coordinator
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Feb 2023	Associate Head of Learning and Teaching (Postgraduate)
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	May 2023, May 2024	Head of Pathways and Engagement
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	May 2023, May 2024	CEO
	RAP Working Group to participate in an external NAIDOC Week event.	July 2023, July 2024	CEO

Opportunities

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	Jan 2023	Head of People & Culture
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Nov 2022	Head of People & Culture
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses and services, including performing artists.	Jan 2023	General Manager
	Investigate Supply Nation membership.	Feb 2023	General Manager

Governance

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Confirm member of the RWG to govern RAP implementation.	Nov 2022	CEO
	Draft a Terms of Reference for the RWG.	Nov 2022	CEO
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	Nov 2022	CEO
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	Nov 2022	Head of People & Culture
	Engage senior leaders in the delivery of RAP commitments.	Nov 2022	CEO
	Appoint a senior leader to champion our RAP internally.	Nov 2022	CEO
	Define appropriate systems and capability to track, measure and report on RAP commitments.	Dec 2022	Head of People & Culture
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	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.	July 2023	Head of People & Culture
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	Aug 2023	Head of People & Culture
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 Sept 2023	Head of People & Culture
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Feb 2024	CEO



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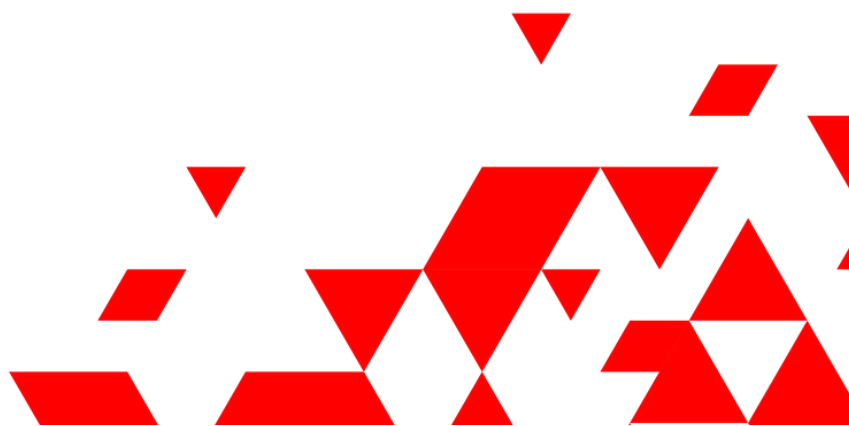
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