

Australian Music Examinations Board

Reflect

Reconciliation Action Plan

July 2025 - December 2026



AMEB

The background of the entire page is a vibrant red color. It is decorated with intricate white patterns. In the top-left and bottom-right corners, there are large circular motifs composed of many concentric rings of small dots and lines, resembling traditional Aboriginal art. The rest of the background is filled with flowing, wavy white lines that create a sense of movement and depth.

Acknowledgement

We at AMEB respectfully acknowledge Aboriginal and Torres Strait Islander Peoples as the Traditional Custodians of the lands on which we live, learn and create. We recognise their continuing connection to country, and draw inspiration from the music, dance, song and storytelling handed down through many generations. We pay our respects to the Elders who came before us, are with us today, and are yet to come. We commit to a reconciled and shared future.

Aboriginal and Torres Strait Islander Peoples are warned that the following document may contain names and images of deceased persons.

Australian Music Examinations Board *Message from the Chair*

*We are proud to introduce
AMEB's inaugural Reflect
Reconciliation Action Plan
(RAP).*



Mike Tyler, Chair
AMEB Ltd Board

AMEB is over 100 years old and heavily built on a Western tradition of classical music learning and assessment. However, in recent years we have come to see the importance of recognising the incredible musical, creative and story-telling legacy that our Aboriginal and Torres Strait Islander Peoples have provided our nation. In this RAP we will explore our local and national First Nations cultures and actively search for ways to include this legacy in our syllabus output, our planning and strategy, and our everyday operations.

AMEB is committed to reconciliation between Aboriginal and Torres Strait Islander Peoples and all non-Indigenous Australians. We believe that listening, understanding, consulting and collaborating are important tools to help us strive towards reconciliation. Our RAP will help us as an organisation to open our eyes and ears to the rich history of our First Nations peoples as well as appreciate, nurture, and embrace living First Nations creators and performers.

The Board thanks Reconciliation Australia for its support during the process of devising our first Reconciliation Action Plan and we are proud to become one of thousands of organisations taking this journey.

The Board would also like to thank artist, Caleb Nichols-Mansell for providing us with beautiful and inspiring artwork to accompany the RAP, and the AMEB RAP Working Group for their dedication to the delivery of this RAP.

Reconciliation Australia *Message from the CEO*

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

Australian Music Examinations Board 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.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

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 Australian Music Examinations Board 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 Australian Music Examinations Board,
welcome to the RAP program, and I look forward to following
your reconciliation journey in the years to come.***

About the Artist

Caleb Nichols-Mansell

Caleb Nichols-Mansell moves between Country, culture, and contemporary practice – weaving stories from land, spirit, and community into powerful visual languages.

As a proud Palawa man, Caleb's work bridges the ancient and the evolving, reimagining Aboriginal knowledge systems through design, public art, and digital storytelling. His practice is rooted in Country and carried forward through site-responsive interventions, graphic and surface design, and large-scale public commissions.

Through intricate textures, flowing line work, and bold organic forms, Caleb invites reflection on identity, resilience, and the enduring strength of Palawa people. His works have been commissioned by leading institutions across Australia, including MONA, University of Tasmania, Arts Tasmania, Australian Fashion Week, Lifeline Australia, and the Tasmanian Symphony Orchestra; embedding stories of survival, connection, and contemporary Aboriginal identity into the cultural, public, and built environment.

About the Artwork

Music in Country

I have created an artwork that imagines music moving through Country as it has for thousands of years.

Our culture, stories, kinship and lore are all passed through songlines throughout the country, these were used to pass messages, keep oral traditions and knowledge alive and for ceremony.

In creating artwork for the Australian Music Examination Board's Reconciliation Action Plan I tried capturing this spirit and notion through fine line work that travels across the artwork meeting in circular gathering spaces.

Music has always brought people together, even in the darkest of times and it is my hope this artwork speaks to that coming together, the layered and deep history of our Country and the magic of music.



Photo credit: Caleb Nichols-Mansell (provided by artist)

Australian Music Examinations Board

Our Business

AMEB's core business is the production of graded music syllabuses and associated publications; as well as the delivery of exams for music, speech & drama and dance qualifications.

We employ 17 full-time and 9 part-time staff as well as 60 consultants and examiners on a casual basis. There are currently no employees or contractors that identify as Aboriginal and/or Torres Strait Islander people, however this is an area we will be reflecting on during the term of this RAP and we aim to build appropriate strategies and policies into our recruitment processes.

AMEB is a national organisation that delivers exams across the country in regional and metropolitan areas as well as globally in New Zealand, Vietnam and other international territories. The AMEB Federal Office is located in Naarm/Melbourne with an office space and a separate warehouse. AMEB Ltd also has an office in nipaluna/Hobart, Tasmania.

There are five state offices in NSW, QLD, WA, SA and VIC which are their own entities but have strong ties to the Federal Office.

Photo credit (below): Jocelyn Fazzone and Kiara (student), AMEB Flute Series 4, Launch. Kate Disher-Quill (2023).



Our Reconciliation Action Plan

Reflect

The Board and staff of AMEB Ltd acknowledge the importance of reconciliation and wish to start a journey of support by implementing a Reflect RAP.

In 2018, Kombumerri and Ngugi woman, Dr Candace Kruger, approached AMEB with a view to publish a set of Aboriginal songs. This was the start of a collaborative relationship with Dr Candace Kruger and her choir, the Yugambah Youth Choir, culminating in the creation of a new Aboriginal song used in our 2021 Online Orchestra project. It is through our association with Dr Candace Kruger and her community that we became invested in reconciliation and began to consider what our contribution might be.

As a key industry body in music education with a broad reach, we believe AMEB can have an impact through our thousands of customers and stakeholders and within the arts industry in general.

Our RAP Champions are CEO Bernard Depasquale who reports directly to the Board of Directors and the Head of Examining, Fiona Seers who will take a leading role in the implementation of AMEB's RAP.

A working party has been established and includes a number of staff who have expressed their willingness and enthusiasm to be involved.

The RAP will have a timeline of 18 months, during which, consultation, education and discussions amongst staff and stakeholders will take place.

We will proudly promote the RAP and encourage other arts industry bodies to create their own.

Our Reconciliation Process to Date

Community partnerships

AMEB currently has a strong collaborative relationship with the Yugambah Youth Aboriginal Corporation and Yugambah Youth Choir. Both of these organisations are directed by Dr Candace Kruger, a Yugambah songwoman from Kombumerri/Gold Coast and Ngugi/Moreton Island.



**Dr Candace Kruger
Yugambah songwoman**

In 2021, we worked on a major project, with Dr Candace Kruger, the Online Orchestra project. We are very excited to have worked on a project that promotes Aboriginal language and assists teachers to bring it to life in music classrooms throughout Australia.

The song 'Morning Star and Evening Star' was handed down to Dr Kruger and other members of her family by her Great Auntie Lottie. The Yugambah nation Elders gave permission to AMEB Ltd to turn this songline into an arrangement for voice and orchestra for use in our Online Orchestra project.

All aspects of the creative process (songwriting, artwork, filming, editing) were undertaken by people from the Yugambah community and the Yugambah Youth Choir was instrumental in promoting the song.

The song is supported by educational resources designed to help teachers work with First Nations content within national curriculum requirements. These are available for a small cost to teachers and schools and all profits are returned to the Yugambah community via the Yugambah Youth Aboriginal Corporation.

AMEB is proud to be supporting Dr Candace Kruger's endeavours to keep Aboriginal language alive through her role as songwoman.



Our Reconciliation Process to Date

Morning Star and Evening Star

Photo credit: Members of Yugambah Youth Choir, Online Orchestra Launch. Remco Photography (2021).

Our Reconciliation Process to Date

First Nations Composers Program

In 2024, the inaugural AMEB First Nations Composers Program began, supported by Creative Australia's Arts Projects for Organisations fund.

Our aims are to enhance the representation of First Nations composers in AMEB repertoire, to create opportunities for First Nations composers in the educational setting, and to provide a platform for teachers and candidates to engage with First Nations compositions that offer both cultural and pedagogical value.

Being completed over two years, this program features four composers: Brenda Gifford (Yuin), James Henry (Yuwaalaraay, Gamilaraay, Yorta Yorta and Yuin), Christopher Sainsbury (Dharug), and Aaron Wyatt (Noongar). Each composer is writing four works for a variety of instrumentation and grades.

Find out more about the
First Nations Composers Program
ameb.edu.au/composers-program



Brenda Gifford



Christopher Sainsbury



Aaron Wyatt

Our Reconciliation Process to Date

Internal Activities/Initiatives

We intend to undertake the following activities during the term of our Reflect RAP:

- **Cultural awareness courses for AMEB staff and other interested parties.**
- **Staff Education on Acknowledgement of Country.**
- **Contact with local First Nations groups of the Kulin Nation.**
- **Use First Nations place names in AMEB's correspondence, including: emails, 'Contact us' forms, events, website, social media, webinars, news items and interviews, and online enrolment platform.**
- **Continue to collect donations for the Yugambeh Youth Aboriginal Corporation via the AMEB online shop.**
- **Our Publication and Syllabus Development team will continue to encourage and seek out works by First Nations composers for inclusion in our syllabuses.**
- **The inclusion of an Acknowledgment of Country in the front of every newly released AMEB publication and grade book.**
- **Active involvement in NAIDOC Week and National Reconciliation Week.**
- **Ongoing discussion and outcomes concerning diversity and reconciliation by our Inclusivity and Diversity Committee, which reports to the Board of Directors.**



Relationships

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. 	July 2025	Head of Examining
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	December 2025	Executive Officer
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 all staff. 	May 2026	Digital Marketing Officer
	<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 2026	Digital Marketing Officer
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	May 2026	Head of Examining
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all stakeholders via newsletters, social media, websites and conversations with other arts bodies. 	December 2026	Head of Examining
	<ul style="list-style-type: none"> Identify external stakeholders that our organisation can engage with on our reconciliation journey. This includes AMEB State Offices, teachers, parents, candidates, First Nations groups, other music and music education organisations, teacher associations and other interested parties. 	February 2026	Head of Examining
	<ul style="list-style-type: none"> Identify RAP organisations and other like-minded companies that we could approach to collaborate with on our reconciliation journey. 	July 2025	Head of Examining
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination. 	December 2025	Executive Officer
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	July 2025	Executive Officer
5. Consolidate relationship with Yugambeh Youth Aboriginal Corporation and Yugambeh Youth Choir	<ul style="list-style-type: none"> Continue to foster the relationship with Dr Candace Kruger and the organisations she works with – the Yugambeh Youth Aboriginal Corporation and the Yugambeh Youth Choir – to consider future projects that will foster reconciliation ideals. 	December 2026	Head of Examining
	<ul style="list-style-type: none"> The Educational Resources created for 'Morning Star and Evening Star' will be promoted for many years to come, providing classroom teachers with lesson plans and creative ideas to incorporate First Nations content into their teaching. 	December 2026	Brand Strategist



Respect

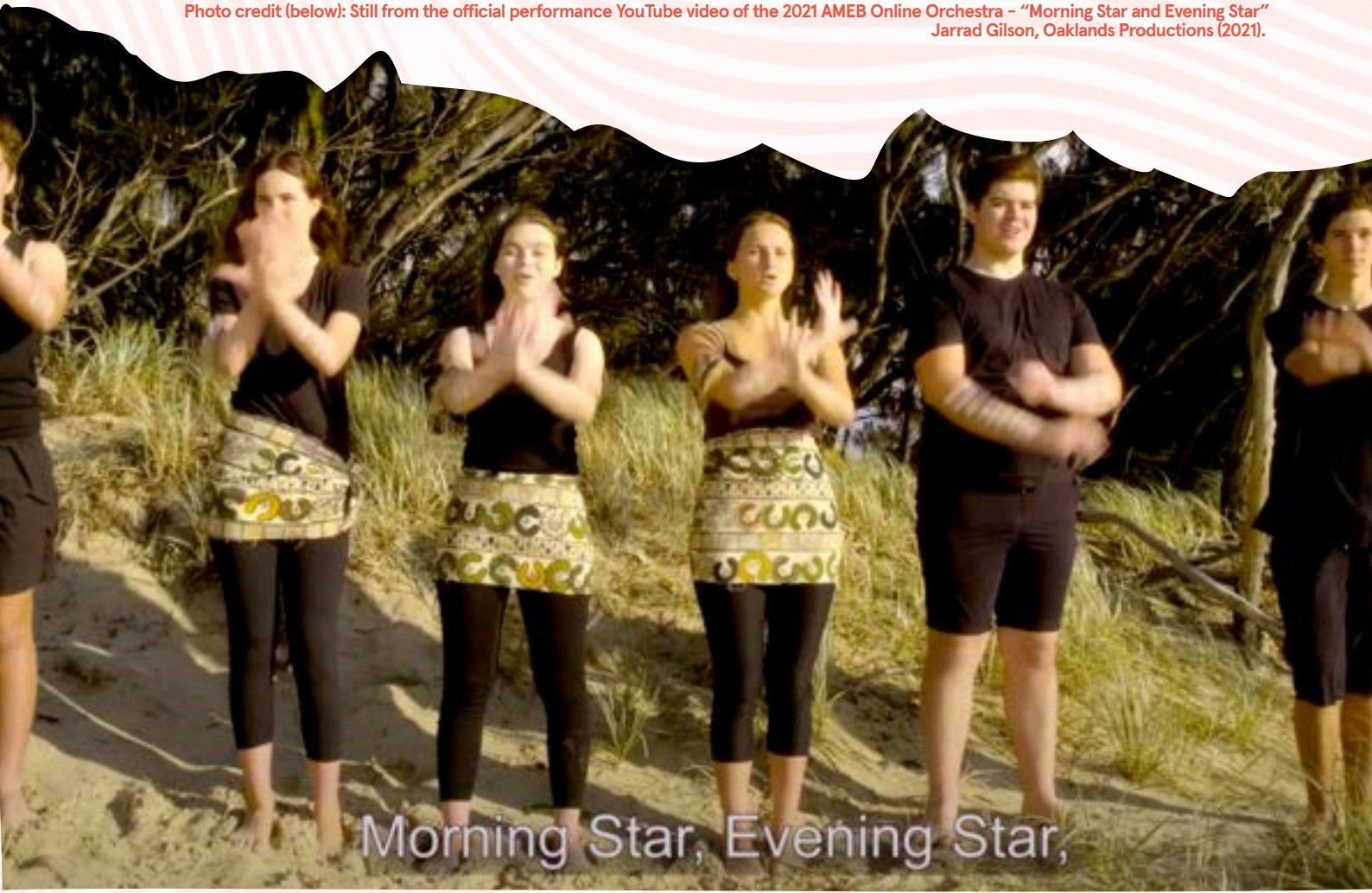
ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. 	December 2026	Executive Officer
	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	September 2025	Head of Examining
	<ul style="list-style-type: none"> Meet local Wurundjeri and Bunurong Elders and community members and undertake regular tours of Wurundjeri Country to inform all staff about culturally significant landmarks and landscapes in and around Melbourne. 	December 2025	Head of Examining
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. 	December 2025	Head of Examining
	<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. 	November 2025	Head of Examining
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Raise awareness and share information amongst our staff and customers about the meaning of NAIDOC Week. 	July 2026	Digital Marketing Officer
	<ul style="list-style-type: none"> Introduce our staff to NAIDOC Week by promoting external events in our local area. 	July 2026	Digital Marketing Officer
	<ul style="list-style-type: none"> Each year AMEB will aim to run an event as part of NAIDOC Week. 	July 2026	Events Coordinator
	<ul style="list-style-type: none"> All Staff and RAP Working Group to participate in an external NAIDOC Week event. 	July 2026	Head of Examining
9. Consider how we can work with and show respect to the Yugambeh Elders who gifted us the songline, 'Morning Star and Evening Star'.	<ul style="list-style-type: none"> Any financial gains (as contractually agreed) received from the Online Orchestra project will be returned to the Yugambeh community via the Yugambeh Youth Aboriginal Corporation. 	December 2026	Head of Examining
	<ul style="list-style-type: none"> Appropriate acknowledgement in new hardcopy publications including grade books and syllabuses. 	July 2025	Head of Publishing
	<ul style="list-style-type: none"> Appropriate acknowledgement in all digital communications. 	July 2025	Digital Marketing Officer



Opportunities

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation. 	December 2026	Head of Examining
	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	December 2026	Head of Examining
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses. 	December 2026	Executive Officer
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	July 2025	Executive Officer
12. Seek Aboriginal and Torres Strait Islander services for AMEB community projects.	<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. 	November 2025	Head of Examining

Photo credit (below): Still from the official performance YouTube video of the 2021 AMEB Online Orchestra – “Morning Star and Evening Star” Jarrad Gilson, Oaklands Productions (2021).



Morning Star, Evening Star,



Governance

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
13. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Form a RWG to govern RAP implementation. 	July 2025	Head of Examining
	<ul style="list-style-type: none"> Draft a Terms of Reference for the RWG. 	July 2025	Head of Examining
	<ul style="list-style-type: none"> Establish Aboriginal and Torres Strait Islander representation on the RWG. 	November 2025	Head of Examining
14. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	July 2025	Executive Officer
	<ul style="list-style-type: none"> Engage senior leaders in the delivery of RAP commitments. 	November 2025	Executive Officer
	<ul style="list-style-type: none"> Define appropriate systems and capability to track, measure and report on RAP commitments. 	July 2025	Executive Officer
	<ul style="list-style-type: none"> Appoint a RAP Champion to champion the RAP internally. 	November 2025	CEO
15. 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. 	June annually	Head of Examining
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey. 	1 August annually	Head of Examining
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Survey to Reconciliation Australia. 	30 September annually	Head of Examining
16. 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. 	January 2027	Head of Examining



Photo credit: Members of Yugambah Youth Choir, Online Orchestra Launch. Remco Photography (2021).



Contact

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