



Innovate Reconciliation Action Plan

December 2023 - December 2025



Acknowledgement of Country

C&K acknowledges and pays its respects to the Traditional Custodians of the lands on which we live and work and honour their continuing connection to land, sea, and community. C&K also pays respects to all Elders past, present and emerging.

C&K recognises that the footprints of our offices and centres are located across Queensland and our learning communities have been shaped, and will continue to be shaped, by the influences of Aboriginal and Torres Strait Islander cultures, wisdoms, and knowledge.

Honouring First Nations peoples' histories, perspectives and continuing connections to land, sea and sky in all early childhood programs deepens everyone's learning; to learn from and with the longest living culture in the world and walk together for a better future for all.

C&K's early childhood centres recognise that innovative early childhood curriculum is richest when it connects past, present, and future.

The C&K Curriculum Approach, Listening and Learning Together, draws on our 116-year history of commitment to community early childhood education, reflects current research and policy, and enables scope for embracing the future.

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Djama, Bama:
**“Bringing up the
 next generation”**

About the RAP artwork

This painting was commissioned by C&K to commemorate the launch of our Innovate Reconciliation Action Plan December 2023 - December 2025. It represents educators guiding the next generation, giving children a caring, loving and happy environment.

Each of the symbols in the artwork has meaning, as explained by Jinneecka:

- The animals represent educators, because every person has their own identity to share their love.
- The turtles represent people working together as a team.
- The hands represent the children of the centre.
- The boomerang brings the children back to the centre.
- The bright colours (circle) represent the happiness in the environment and the children.
- The snake represents us all coming together to bring up the next generation.
- The earth colours represent ‘we are all on Aboriginal land’.



Artist Biography

I am Jinneecka Don. I grew up on Yidinjdji Country in Cairns and I am a descendent of the Djabugay and Kuku Yalanji tribes. I carry my grandmother’s tribal name meaning (pretty bird, brings pretty baby).

After high school, I studied early childhood and worked in several childcare centres in Cairns. I then had a break from work as a stay at home mum with three sons.

I then returned back to work where I had the opportunity to work at Boopa Werem. I love working at Boopa Werem and am very proud to pass on my experience to the next generation.

As a little girl, I always loved to dance and do art. As I got older, I really enjoyed dancing Salsa, Zumba and Samba dancing. I feel very proud to perform in parades around Cairns and Port Douglas.

Throughout my life, I’ve always enjoyed doing art where I can express my feelings. I have a Certificate IV in Visual Arts. The mediums I have worked in are quilts, sewing, embroidery, clay, jewellery making and painting.





A message from our Chair

C&K has a long and proud history of championing equal access to high-quality early childhood education and care for First Nations' Australian children, families and communities.

Our early childhood centres are located across Queensland; on diverse Countries that Aboriginal and Torres Strait Islander people have belonged to, cared for and connected with for over 65,000 years. We value the unique knowledge, wisdom, stories and history of the different custodians of these Countries and recognise the importance of embedding them into our learning environments.

Our Innovate Reconciliation Action Plan (RAP) December 2023 - December 2025 considers Aboriginal and Torres Strait Islander ways of being and knowing in all aspects of our organisation; to deliver reconciliation outcomes for children, families, communities, workforce and students.

As Chair of the Board, I am proud of the actions we have committed to and believe they are important steps on our ongoing reconciliation journey. These actions will be embedded into our day-to-day operations because the reconciliation process should be business-as-usual; not something we only consider occasionally or on culturally significant days.

C&K is one of Queensland's largest early childhood education and care providers, with nearly 19,000 children attending our centres. We recognise our responsibility to positively influence these emerging leaders and create culturally safe environments where they feel they belong, are proud of who they are, and confident that their voices will be heard and valued.

We are driven by our belief that the current generation of Queensland children can grow in educational environments where reconciliation is the norm, creating change that will ripple across future generations.

I sincerely thank the members of our external Aboriginal and Torres Strait Islander consultation group for lending their support, knowledge, experience and feedback in developing this RAP; Aunty Denise Proud, Ross Williams and Milissa (Milly) Phillips.

Together, we have forged a plan that will deliver positive experiences and outcomes for all children and set them on a path to become life-long learners.

Therese Mulherin

Therese Mulherin
Chair



A message from our CEO

I am proud to present C&K's second Innovate Reconciliation Action Plan (RAP) December 2023 - December 2025 and recognise this important next step in our ongoing reconciliation journey.

We are building on the foundation we created through our first Innovate Reconciliation Action Plan 2016-2018 enabling us to reflect on and refresh our commitment to improving early childhood education and care outcomes for Aboriginal and Torres Strait Islander children and families.

One of C&K's strategic actions is to innovate to ensure we remain leaders in providing high-quality early childhood education care. This RAP reflects that intention as we embark on the process of empowering children to embrace their cultural strengths and develop a sense of active citizenship.

We have identified 18 actions to promote and advance our vision of reconciliation. Key outcomes include building relationships, creating culturally safe education and work settings, observing culturally significant events and protocols and embedding Aboriginal and Torres Strait Islander voices, wisdom and stories in our curriculum and practices.

C&K proudly stands with First Nations Australians. We proactively seek to expand our cultural knowledge, invite different perspectives, participate in open conversations, foster collaborative partnerships and support self-determination. We also commit to sharing the true stories and history of Aboriginal and Torres Strait Islander Australians and creating opportunities for children to engage with those stories.

I would like to thank the members of our Reconciliation Action Plan Working Group, who worked tirelessly to consult, research and inspire others to develop this RAP and continue our commitment to reconciliation.

This RAP provides the actions we need to take to drive positive change for Aboriginal and Torres Strait Islander children, families, teachers, educators and communities we work in. Trisha Schuh, former C&K teacher, summed up our ultimate goal, when she said we "Honour our past, to teach our present to create our future."

Sandra Cheeseman

Dr Sandra Cheeseman
CEO





A message from Reconciliation Australia

Reconciliation Australia commends the Creche & Kindergarten Association on the formal endorsement of its Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

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. The Creche & Kindergarten Association continues to be part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong

foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that the Creche & Kindergarten Association will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to the Creche & Kindergarten Association using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for the Creche & Kindergarten Association to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Creche & Kindergarten Association will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of the Creche & Kindergarten Association's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations to the Creche & Kindergarten Association on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Our vision for reconciliation

Our vision for reconciliation is to continue leading and driving positive change, through our actions and practices, for reconciliation with Aboriginal and Torres Strait Islander families, children, teachers, educators, and communities of the many Countries our centres operate on.

'Honouring our past, to teach our present, to create our future.'

Trisha Schuh, Napranum, Queensland

Our corporate vision is "Where every child flourishes", which embodies C&K's values and actions. By embedding truth-telling and listening, we honour the past and nurture an equitable future for all Queenslanders. We acknowledge the responsibility of early childhood education and care to honour children's agency and will use our commitment to reconciliation to help them become active citizens and evolve their connection to people, places, Country, and community.

The RAP is a tool to hold all at C&K accountable for the actions of reconciliation and strengthening and sustaining a culture that promotes and advances this vision.

Our RAP

C&K's Innovate Reconciliation Action Plan (RAP) December 2023 – December 2025 builds on our first Innovate RAP 2016-2018 and continues our work towards reconciliation.

Our first Innovate RAP 2016-2018 was developed through extensive consultation and focussed on building a strong foundation for C&K into the future. The first priorities were to learn more about Aboriginal and Torres Strait Islander peoples' histories, cultures and achievements so we could honour and respect First Nations' ways of being and doing, as part of our shared Australian history and C&K's organisational history. We have looked to our Aboriginal and Torres Strait Islander teaching teams, advisory staff and long-standing identified kindergartens and childcare centres. We also sought to identify, develop and better share resources to help our learning journey to reconciliation.

While the plan concluded in 2018, we continued to work through the actions to prepare for our second Innovate RAP.

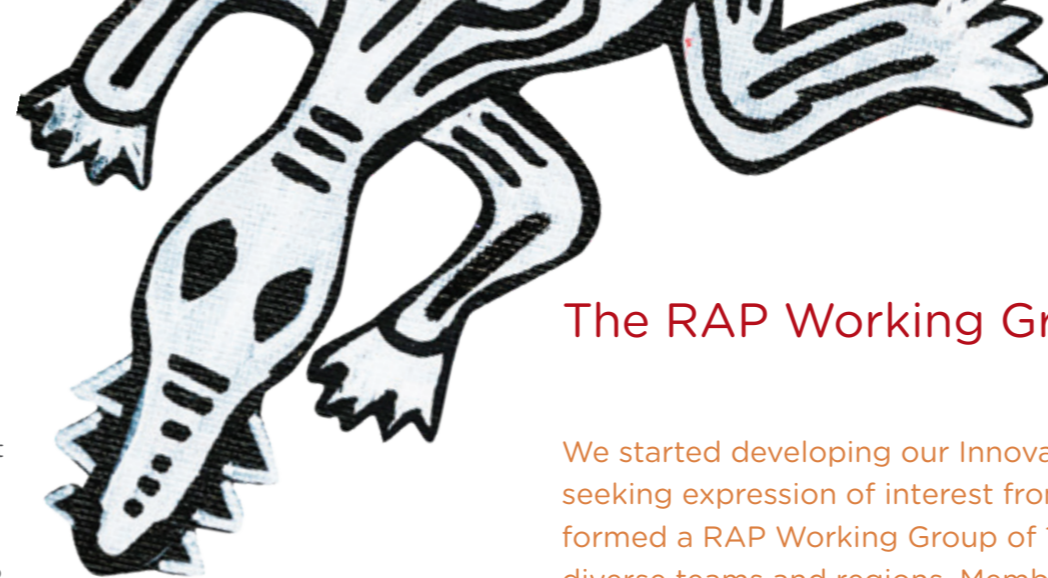
Our centres use Reconciliation Australia's Narragunnawali: Reconciliation in Education platform to create their own centre and community-specific RAPs.

Key deliverables from the Innovate RAP 2016 -2018

- 2016 – Reconciliation Australia endorsement
- July 2016 – centres supported to create individual Narragunnawali RAPs
- December 2016 – scoped and planned a First Nations education resource library
- December 2016 – implemented mechanisms to support Aboriginal and Torres Strait Islander people gain employment with C&K and provide retention and professional development support
- October 2017 – centres supported to create culturally safe spaces through murals and displaying the Australian, Aboriginal and Torres Strait Island flags
- December 2017 – developed a cultural resource kit for all centres
- December 2016 & 2017 – introduced two new scholarship programs to support Aboriginal and Torres Strait Islander students to further their early childhood education studies.

Developing our second Innovate RAP was put on hold as we responded to COVID-19 and was reinvigorated when our CEO, Dr Sandra Cheeseman, started her position in October 2021. Dr Cheeseman quickly became the RAP Champion and focussed on renewing C&K's commitment to reconciliation by deeply listening to the truth-telling of Aboriginal and Torres Strait Islander peoples and taking actionable steps, including developing this Innovate RAP.

Dr Cheeseman's vision was supported by the C&K Board, led by Board Chair Therese Mulherin. Her leadership guides and supports the authorisation to create and modify policy, prioritise project funding and endorse the work of the RAP Working Group. The Chair has encouraged our Board members to participate in cultural awareness training and build relationships with our Aboriginal and Torres Strait Islander children, families, community Elders and workforce. This leadership demonstrates commitment, at the highest level of governance, to C&K's reconciliation journey.



The RAP Working Group

We started developing our Innovate RAP 2023-2025 by seeking expression of interest from the C&K workforce. We formed a RAP Working Group of 14 employees, drawn from diverse teams and regions. Members included First Nations people and non-Indigenous people. The RAP Working Group is responsible for shaping the direction of the RAP, ensuring its relevance and effectiveness, and supporting its implementation across the organisation.

Members include:

Dr Sandra Cheeseman
C&K, CEO

Megan Gahan
People Experience Business Partner

Jacintha Oberle
Early Childhood Education Manager
(South Coast and West)

Tara Franks
Early Childhood Education Manager
(Metro and North Coast)

Michelle Donaldson
Early Childhood Education Manager
(Central and North)

Jane Harpley
Regional Manager
(Central and North)

Eileen Kris
Manager, C&K Mackay Children and Family Centre

Karen Piper
Early Childhood Teacher, C&K Tewantin Community Childcare Centre

Maria Coleiro
Educator, C&K Weir Community Kindergarten

Rebecca Wain
Educator, C&K Gayndah Community Kindergarten

Diana Homer
Principal Advisor, Wellbeing and Inclusion

Paul Greentree
Facilities Manager

Jacqui Du Payne
Legal Risk and Governance Officer

Robyn Mercer
Manager, Learning and Research

Jane Austen
Manager, Advocacy and Communications

Our external Aboriginal and Torres Strait Islander critical friends and consultation group

Members of this group were invited to support the RAP development process by providing their input and feedback.

Aunty Denise Proud - was born in Wakka Wakka Country, Cherbourg, and has been involved in early childhood education since the 1960s. Aunty Denise has had a long association with C&K.

Ross Williams - a Bindal Traditional Owner, cultural leader and Elder, and proud Torres Strait Islander of Erub and Mer Islands. Ross has over 40 years' experience working with First Nations peoples, Traditional Owner groups, the Queensland and Australian Governments, non-government organisations and international groups on First Nations' environmental, social, cultural, economic, political, and aspirational issues. He is driven by positive experiences and change for First Nations peoples and knows how important it is to start with early education.

Milly Phillips - Milissa (Milly) Phillips is a proud Wakka Wakka, Goreng Goreng woman from the Central Burnett region of Queensland, with paternal links to Birri Gubba further north. The youngest of four girls, she was raised in a single parent, single gendered family with strong connections to her maternal grandparents and extended family. Milly has raised two children, now both adults, as a sole parent and is a proud grandmother of one.

Our business

C&K has provided high-quality early childhood education and care to Queensland children and families for more than 116 years. As a not-for-profit organisation, we put children first in everything we do, and over one million children have experienced the benefits of a C&K early childhood education program.

Today, we proudly operate 178 kindergartens and childcare centres and support a further 152 affiliated centres across Queensland - stretching from the Cape York Peninsula in the north (Alngith), to the NSW border (Yuwaalayaay), and from the western border (Kalkadoon) to the Great Barrier Reef. Australia's First Nations peoples have been teaching and learning ways of belonging, being and becoming on these lands and waterways for more than 65,000 years.

C&K's learning communities have been shaped, and will continue to be shaped, by the influences of Aboriginal and Torres Strait Islander cultures, wisdoms, and knowledge. By honouring, respecting, and sharing Australia's Aboriginal and Torres Strait Islander peoples' histories, perspectives, and connections to Country in our early childhood programs, we deepen everyone's understanding and learning.

We recognise that an innovative early childhood curriculum is richest when it connects the past, present, and future. Our Listening and Learning Together: C&K Curriculum Approach, draws on our long commitment to delivering high-quality community early childhood education, and including Aboriginal and Torres Strait Islander ways of knowing and being. It reflects every child's right to play, building on their cultural identity and existing learning from home, and providing foundations to be life-long learners.



Our shared Acknowledgement of Country

We acknowledge and thank the Traditional Custodians of the Land for the sustainable use of Mother Earth and Father Sky and everything in between. We are one with our families, friends and community through our land, sky, sea, and ME.

We connect to Country with mind, body and spirit and promise to care for and respect our beautiful earth, its creatures, plants, sky, land, and water.

Guardians, caretakers, and land inform our practices for a sustainable world.

We are one, we are many.

Breathe in and breathe out while we listen and learn together.

Respect our stories that guide our walk.

A sense of who I am in this space.

C&K's teachers and educators developed a shared Acknowledgement of Country which is included in our community of daily practices.

Our teachers and educators skilfully partner with children, families, and local communities to create caring, vibrant, and inclusive learning environments. Our anti-bias curriculum promotes fairness, empowerment, respect, acceptance, and equity. The importance of nurturing, growing, and learning from our workforce is a key priority for C&K. In 2022, we employed 2,098 staff, of which 3.2% identified as being of Aboriginal and/or Torres Strait Islander heritage. We are focused on building cultural understanding and learning across our organisation and throughout our sphere of influence.

C&K proactively identifies opportunities to develop and refine strategies to improve connections with Aboriginal and Torres Strait Islander people and communities. We are reviewing the ways in which we demonstrate our commitment to reconciliation and planning for a future statement that responds to our evolving organisation.

We continue to engage with community members and Elders across our network, to remain informed and responsive to Aboriginal and Torres Strait Islander peoples' influences, interests, and issues. We remain committed to fostering these vital relationships to inform our advocacy work with government, support agencies, other early childhood organisations and peak agencies to positively influence policy decisions and improve access to early childhood programs for all children.

At a practice level, our commitment to reconciliation has been ongoing with our engagement with Reconciliation Australia's Narragunnawali where our centres have an endorsed RAP or a centre commitment statement.

Our RAP timeline

Delivery December 2023 to December 2025

2023 to 2024

Promote reconciliation, enhance partnerships, and embed cultural awareness into daily practice

2024

Launch Innovate RAP

Enhance culturally safe spaces, anti-racism education and the attraction and retention of First Nations employees

2025

Scope a procurement strategy, provide First Nations employees with career support and embed Aboriginal and Torres Strait Islander perspectives and cultures into early childhood education and care pedagogy and practice

Development 2022

January 2022
Established the RAP Working Group

November 2022 to March 2023
Scoped and planned C&K Cultural Protocols

December 2023
Reconciliation Australia endorsed our Innovate RAP.

Evaluation 2026

Review and assess the delivery and success of the RAP's actions

Incorporate evaluation findings into developing a new RAP

Examples of practice in our centres



C&K Flagstone Community Kindergarten

The team has a long-term commitment to cultural capability training and developing their understanding of First Nations' perspectives and learnings. They co-created the "Numala Yugambeh" (Embrace Yugambeh): Indigenous language revival program with the Yugambeh Museum and Yugambeh speaking community, to translate some words the children wanted to use in the learning program. They also fostered their relationships with the local Maren (Aunties) and PaCE program, which visits the centre to share culture and language.

The centre embeds Caring for Country into their philosophy and pedagogy with the children articulating the impact of their actions on Mother Earth and their ongoing commitment to the Mununjali People to respect and protect the Country they share with them.

These projects have fostered a strong connection to culture and pride for First Nations children and families and demonstrates a culturally safe and connected space for all children and families. The team was recognised for their achievements by being nominated as a finalist in the 2022 HESTA Early Childhood Education and Care Awards.



Examples of practice in our centres

C&K Woodridge North Community Kindergarten

Community spirit and genuine partnerships are important to the team and they have built authentic relationships with local First Nations families, Elders and artists through strong community ties, encouraging parent involvement and participating in community events.

Before launching their bush tucker garden, teachers and educators asked the children what reconciliation and yarning meant to them. They described reconciliation as “holding hands”, “being with our friends”, “being quiet and respectful” and “listening to someone”. The children were encouraged to represent their thinking through drawings, which were coupled with sticks they found, and presented as thank you gifts to their community.



C&K Inala's yarning circle

C&K Inala Kindergarten

The centre has built strong connections with the Dandiiri Library by attending their online story sessions with the children, with Ngatani Lui, the Aboriginal and Torres Strait unit with Catholic Education, based in Inala. The team worked with local First Nation's artist Jennifer Kent to create a yarning circle for their daily Acknowledgement of Country and a painting, inspired by the local environment. The painting has been printed onto t-shirts, that the children and educators wear to show their commitment to the community and connection to the Yuggera people. In 2022, the centre won the Coolamon Award for excellence in embedding Aboriginal and Torres Strait Islander perspectives.

C&K Balaclava Community Kindergarten

The team built connections with the local Yidinji community, by demonstrating their learning environment honoured the community and was a culturally safe space for all children and families. Their ethos - “Open Door, Open Hearts and Open Minds” creates a sense of belonging and responsibility to co-exist in a shared environment. The centre has become a safe and secure space for children and families and recognises, values and respects their cultural voices, connections and identities.

C&K Banyo Station Childcare Centre

The education team and children worked in partnership with C&K Koobara Aboriginal and Torres Strait Islander Kindergarten to create a native beehive and plant a garden to attract native Australian stingless bees. The project taught the teachers, educators, and children a deep respect for the Traditional Custodians of our land, as they learned to be more aware of their environment, how reliant species are on each other and the importance of respecting our land for a sustainable future.



Mural of belonging at C&K West Moreton Community Kindergarten

C&K Happy Valley Community Kindergarten

The team connected with Kalkadoon Elders to learn more about local Aboriginal history and traditions to deepen their cultural understanding and competence. This led to ongoing partnerships with local Indigenous health services and the centre working with one to host a Women's Business Day for over 30 guests, which included flower making, painting, spinifex art and sharing yarns.

C&K Gayndah Community Kindergarten

The teachers and educators skilfully and authentically honour First Nations ways of knowing, being and doing in their learning program through STEM activities. The children's interest in traditional First Nations' building techniques was fostered by implementing a project that encouraged them to work with the families to research the ingenuity of Aboriginal huts and Gunya shelters on the East Coast of Australia. They used STEM skills to test their building techniques and create strong and stable Gunyas to play in.



C&K West Moreton Community Kindergarten

First Nations Artist, Jennifer Kent worked alongside educators and past and present families to create a mural of belonging, representing the local community. The leaves reflect the years of schooling and the wattle links to the emblem of West Moreton Anglican College, fostering feelings of belonging and inclusiveness.

C&K Boopa Werem Kindergarten and Preschool

Local families choose to send their children and grandchildren to the centre because they feel safe in the culturally respectful ways the programs are delivered. Families are engaged to support their children, through a home reading program and events to discuss literacy activities, ideas, challenges, and their child's progress.



Activities in traditional language at C&K Edmonton Community Kindergarten

C&K Edmonton Community Kindergarten

Yidi Cultural Services worked alongside educators to speak in traditional language and play traditional games with the children. This was particularly meaningful for one Aboriginal child who saw his culture reflected and felt safe. Juritju speaks with him in language and together they made a Bunda (grass skirt).



Relationships



C&K believes our place in communities is to grow and strengthen the influence of Aboriginal and Torres Strait Islander peoples. This is fundamental to achieving our organisational purpose to nurture and inspire children to succeed in an ever-changing world. We are committed to ensuring all C&K education environments and workplaces are culturally safe spaces, working in partnership with Aboriginal and Torres Strait Islander peoples, and our evolving communities, to embed reconciliation strategies across the organisation.

Focus area:

The Relationships pillar connects to our strategic goal - C&K responds to and invests in children, families, and their communities, and is the recognised leader in early childhood education.



Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	February 2024	RAP Strategy Lead
	1.2 Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	March 2024	RAP Strategy Lead
	1.3 Build and engage in effective communication with Aboriginal and Torres Strait Islander organisations, including SNAICC, through establishing strong, sustainable, working and advocacy relationships between organisations and C&K.	March 2024 2025	Chief Executive Officer & RAP Strategy Lead
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to all C&K staff.	April 2024 2025	Manager, Advocacy and Communications
	2.2 RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2024 2025	RAP Strategy Lead
	2.3 Encourage and support central staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2024 2025	Chief Executive Officer
	2.4 Organise at least one NRW event each year for Central Office staff.	27 May - 3 June 2024 2025	Manager, Advocacy and Communications
	2.5 Register all our NRW Central Office events on Reconciliation Australia's NRW website.	May 2024 2025	Manager, Advocacy and Communications
3. Promote reconciliation through our sphere of influence.	3.1 Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	February 2024	Chief People Officer
	3.2 Communicate our commitment to reconciliation publicly.	February 2024	Marketing Manager & Manager, Advocacy and Communications
	3.3 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	July 2024 2025	Chief Executive Officer
	3.4 Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	July 2024 2025	Chief Executive Officer
	3.5 Investigate becoming a member of Reconciliation Queensland.	December 2024	RAP Strategy Lead
	3.6 Support all C&K employees to sign up to the Narragunnawali platform as a part of their onboarding with C&K.	December 2024	Chief People Officer



Relationships

Action	Deliverable	Timeline	Responsibility
4. Ensuring positive relationships through cultural safety strategies.	4.1 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	March 2024	Chief People Officer
	4.2 Review, implement, and communicate an anti-discrimination policy for our organisation.	March 2024	Chief People Officer
	4.3 Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy to ensure culturally safe workplaces.	August 2024	Chief People Officer
	4.4 Educate senior leaders on the effects of racism and develop a strategy to reinforce expectations through annual training to ensure a culturally inclusive and safe workplace.	September 2024 2025	Chief People Officer & Manager, Learning and Research
5. Raise internal and external awareness of C&K's ongoing commitment to reconciliation, and promote reconciliation across our sector in appropriate, authentic, and respectful ways.	5.1 Scope and develop a plan to promote Aboriginal and Torres Strait Islander people's stories, strengths, and successes through platforms such as biannual Narragunnawali Awards, internal C&K's annual awards and C&K's Annual Report.	July 2024 2025	Chief Executive Officer & Manager, Advocacy and Communications
	5.2 Continue support of sector reconciliation events such as the ECA Reconciliation Symposium and SNAICC Annual Conference.	May 2024, 2025 October 2024, 2025	Chief Executive Officer
	5.3 Embed the promotion of reconciliation through all levels of C&K's employee Performance Planning Review process.	January 2024 2025	Chief People Officer
	5.4 Encourage and promote reconciliation activities through internal communication channels including a dedicated RAP intranet page, EdHub and local events across Queensland.	January 2024 2025	Manager, Learning and Research, Marketing Manager & Manager, Advocacy and Communications
	5.5 Host forums that support conversations with our workforce around C&K's curriculum approach that honours First Nations peoples.	January 2024 2025	Chief Operating Officer



Respect

C&K is committed to listening to all Aboriginal and Torres Strait Islander voices and understanding their breadth of experience, culture histories and achievements. We seek to build our workforce's knowledge and understanding of the continuing contribution of First Nations peoples through truth-telling, listening and embedding reconciliation approaches in everything we do.

Focus area: The Respect pillar connects with our strategic goal - C&K's workforce is exceptional and associated action to increase the diversity of our workforce to reflect our communities.



Respect

Action	Deliverable	Timeline	Responsibility
6. Increase our workforce's understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	6.1 Conduct a review of cultural learning needs within our organisation.	February 2024	Manager, Learning and Research
	6.2 Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	December 2023	Manager, Learning and Research
	6.3 Provide opportunities for RAP Working Group members, HR, managers, and other key leadership staff to participate in formal and structured cultural learning.	January 2024	Chief Executive Officer
	6.4 Develop, implement, and communicate an Aboriginal and Torres Strait Islander cultural learning framework for all members of the workforce.	December 2023	Manager, Learning and Research
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	7.1 Increase the workforce's understanding of the purpose and significance of cultural protocols, including Acknowledgement of Country and Welcome to Country.	February 2024	RAP Strategy Lead & Manager, Advocacy and Communications
	7.2 Develop, implement, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	February 2024	RAP Strategy Lead
	7.3 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	August 2024, 2025	Chief Executive Officer
	7.4 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	December 2023	Chief Executive Officer & Marketing Manager
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	8.1 RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2024 2025	Manager, Advocacy and Communications
	8.2 Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	March 2024 2025	Chief People Officer
	8.3 Promote and encourage participation in external NAIDOC events to all staff.	July 2024 2025	Manager, Advocacy and Communications
	8.4 Design and implement an internal NAIDOC event for all employees.	July 2024 2025	RAP Strategy Lead



Respect

Action	Deliverable	Timeline	Responsibility
9. Demonstrate culturally safe and culturally respectful spaces to ensure C&K workplaces are a welcoming place for Aboriginal and Torres Strait Islander peoples.	9.1 Ensure all C&K workplaces display and use resources that are supported by culturally safe teaching and learning about Aboriginal and Torres Strait Islander cultures.	July 2024	Chief Operating Officer
	9.2 Scope and develop a plan, in consultation with Aboriginal and Torres Strait Islander Elders, organisations, and communities, to guide the C&K Education Resource Library and ensure resources are respectfully and appropriately made available to support all C&K centre's cultural development.	January 2025	Chief Operating Officer
	9.3 Review welcome signage at all C&K workplaces to include traditional Country names, flags, clans, or language groups and display them according to culturally appropriate protocols.	January 2025	Executive Manager, Corporate Services
10. Embed Aboriginal and Torres Strait Islander perspectives and cultures throughout C&K's early childhood education curriculum, pedagogy, and practices.	10.1 Implement the principle of Aboriginal and Torres Strait Islander perspective and the practice of cultural responsiveness as stated in the Early Years Learning Framework v2.	January 2024	Chief Operating Officer
	10.2 Research and showcase initiatives from C&K centres and educators that have improved cultural learning within their centre or through partnerships with Aboriginal and Torres Strait Islander peoples.	January 2025	Chief Operating Officer
	10.3 In consultation with our Aboriginal and Torres Strait Islander employees, external organisations, and stakeholders, gain information of culturally appropriate resources and knowledge.	January 2024 2025	Chief Operating Officer



Opportunities

Andrea Smith, Educator,
C&K Boopa Werem Kindergarten
and Preschool

Cherie Noble, Educator,
C&K Boopa Werem Kindergarten
and Preschool

C&K is committed to creating sustainable opportunities for Aboriginal and Torres Strait Islander peoples, across all areas of our work, as part of our commitment to reconciliation. This includes supporting Aboriginal and Torres Strait Islander employees to secure management-level positions by incorporating First Nations voices and perspectives in our organisational structures, policies and procedures. We are also committed to increasing Aboriginal and Torres Strait Islander representation on our Board and the suppliers we do business with.

Focus area: The Opportunities pillar connects with our strategic action to progress on our journey of reconciliation.



Opportunities

Action	Deliverable	Timeline	Responsibility
11. Increase Aboriginal and Torres Strait Islander attraction, recruitment, retention, and professional development.	11.1 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	February 2024	Chief People Officer
	11.2 Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	February 2024 2025	Talent Acquisition Manager & Manager, Learning & Research
	11.3 Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	February 2024 2025	Talent Acquisition Manager
	11.4 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	February 2024 2025	Talent Acquisition Manager & Manager, Learning & Research
	11.5 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	February 2024 2025	Chief People Officer
12. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	12.1 Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	June 2025	Executive Manager, Corporate Services
	12.2 Investigate Supply Nation membership.	March 2025	Procurement Manager
	12.3 Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	March 2025	Procurement Manager
	12.4 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	February 2024	Procurement Manager
	12.5 Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	March 2024	Executive Manager, Corporate Services
	12.6 Investigate, identify, and establish procurement opportunities to support the purchase of culturally appropriate and safe goods and services through Kindy Uplift.	February 2024	Procurement Manager



Opportunities

Action	Deliverable	Timeline	Responsibility
13. Ensure that the C&K College appropriately and positively supports the needs of Aboriginal and Torres Strait Islander peoples wanting to work in, and/or obtain qualification in early childhood education and care, administration, and management.	13.1 Scope, develop and implement a marketing and attraction strategy which includes partnerships with Aboriginal and Torres Strait Islander organisations, to increase participation of Aboriginal and Torres Strait Islander students at the C&K College.	March, 2024	Chief People Officer
	13.2 Continue to develop and implement a career pathway strategy to create apprenticeships and traineeship opportunities and further qualifications for Aboriginal and Torres Strait Islander employees in urban, rural, and remote locations.	September 2024	Chief People Officer
	13.3 Review and update enrolment procedures to include ongoing cultural mentoring and support for Aboriginal and Torres Strait Islander students.	September 2024	Chief People Officer
14. Embed Aboriginal and Torres Strait Islander voices in governance and leadership.	14.1 Ensure the C&K Board actively seeks Aboriginal and Torres Strait Islander members in accordance with the Nominations Committee processes.	December 2024	C&K Board Chair
	14.2 Establish an Aboriginal and Torres Strait Islander Advisory group for C&K.	February 2024	Chief Executive Officer
	14.3 Support Aboriginal and Torres Strait Islander employees to take on management and senior level positions.	February 2024	Chief Executive Officer



Governance

Focus area: The Governance pillar sets out the structures and processes that we will use to implement, monitor and assess our progress against our RAP commitments.

Action	Deliverable	Timeline	Responsibility
15. Establish and maintain an effective RAP Working Group to drive governance of the RAP.	15.1 Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group, including input from C&K's advisory group.	December 2023	Chief Executive Officer
	15.2 Establish and apply a Terms of Reference for the RAP Working Group.	February 2024 2025	RAP Strategy Lead
	15.3 Coordinate the RAP Working Group to meet at least four times per year to drive and monitor RAP implementation.	January, April, July, October 2024 January, April, July, October 2025	RAP Strategy Lead
16. Provide appropriate support for effective implementation of RAP actions.	16.1 Define resource needs for RAP implementation.	September 2024 2025	RAP Strategy Lead
	16.2 Engage our senior leaders and other staff in the delivery of RAP actions.	January, April, July, October 2024 January, April, July, October 2025	RAP Strategy Lead
	16.3 Define and maintain appropriate systems to track, measure and report on RAP actions.	February 2024	RAP Strategy Lead & IT Manager
	16.4 Appoint and maintain an internal RAP Champion from senior management.	December 2023	Chief Executive Officer
17. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	17.1 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.	September 2024 2025	RAP Strategy Lead
	17.2 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August 2024 2025	RAP Strategy Lead
	17.3 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2024 2025	RAP Strategy Lead
	17.4 Report RAP progress to the workforce quarterly.	January, April, July, October 2024 January, April, July, October 2025	Chief Executive Officer & RAP Strategy Lead
	17.5 Publicly report our RAP achievements, challenges, and learnings, annually.	May 2024 2025	Chief Executive Officer & Manager, Advocacy and Communications

Action	Deliverable	Timeline	Responsibility
17.6 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	17.6 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	RAP Strategy Lead
	17.7 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	December 2023 March, June, September, December 2024 March, June, September 2025	RAP Strategy Lead
18. Continue our reconciliation journey by developing our next RAP.	18.1 Register via Reconciliation Australia's website to begin developing our next RAP.	October 2025	RAP Strategy Lead



Contact details

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