



Innovate Reconciliation Action Plan

November 2023 - November 2025



EARLY CHILDHOOD
EDUCATION SERVICES & TRAINING



RECONCILIATION
ACTION PLAN
INNOVATE



Acknowledgement

ECTARC acknowledges the Traditional Owners of Country throughout Australia. We pay our respects to Elders past and present and to the children and young people who are the leaders of tomorrow. We acknowledge the important role of the First Nations people of Australia, in the education and care of all children and people in this Country that we live in and share. At ECTARC we acknowledge the past and stand for a reconciled future.



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Artwork story and Artist Profile



The ECTARC Reconciliation Action Plan features an original artwork by local artists, Lorraine Brown and Narelle Thomas of the Coomaditchie United Aboriginal Corporation in the Illawarra region.

Lorraine is a Yuin/Gunai Kurnai woman born in Bega, one of 7 children. Lorraine views her ability to paint as a gift. She uses bold colours that reflect her coastal upbringing. "We're East Coast Saltwater People", Lorraine says. "My colours symbolise my life. I had a great childhood, great parents and family and extended family".

Narelle Thomas is one of Lorraine's sisters and they paint together. Lorraine does the fine work and Narelle fills in the details. Lorraine and Narelle work like professional dancers, one leads and the other follows and no-one steps on any toes. It is clear they have been working together for many, many years.

The painting is titled *Telling a Story*, the artwork shows the importance of learning through doing, showing, listening or simply being told. The artwork also tells us of local culture, local Dreaming stories, coastal images, alphabets, handprints of early childhood learning and of different forms of learning, cultural history and the beginning of 1,2,3 learning.

Coomaditchie United Aboriginal Corporation has been a place of art, culture, education and community care in Illawarra since 1993. The Coomaditchie Artists' Co-operative is a vital part of the organisation, comprised of a group of Aboriginal peoples who love to paint and create artworks. We are East Coast Saltwater People and our work reflects the colours and images of our environment - the South Coast of New South Wales.

In 2023 we were honoured to return our artwork to the Coomaditchie Artist Co-operative to be included in the *Coomaditchie: The Art of Place* exhibition held at the Wollongong Art Gallery. The exhibition told the story of art, artmaking, community building and of belonging to place and featured commissioned works led by Aunties Lorraine Brown and Narelle Thomas on the exterior of the Gallery.



Lorraine Brown - Premier Artist,
and **Narelle Thomas** - Artist
Coomaditchie Artists Co-operative



Statement from the CEO Reconciliation Australia



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Reconciliation Australia commends ECTARC 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 ECTARC 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, ECTARC 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. ECTARC is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

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

Message ECTARC Board Chair and CEO



Anita Kumar
Chief Executive Officer
ECTARC



Kristy Shee
Board Chair
ECTARC

On behalf of our Board, our leadership team and staff, we are pleased to launch our next RAP. We have taken the time to reflect on our journey, the learning and the collaborations we have had working with the traditional custodians of the land. We recognize that there is so much more to do, to achieve meaningful reconciliation with Aboriginal and Torres Strait Islander peoples. We are committed as an organisation to continue working to address the ongoing inequities in life outcomes for First Nations peoples, and supporting progress that truly makes a difference.

We endorse the Uluru Statement from the Heart and support the constitutional recognition of Aboriginal and Torres Strait Islander people through a Voice to Parliament. We also remain resolute in our commitment to cultivating understanding and truth telling across our organisation to ensure that our diverse communities, encompassing staff, children, families, and our broader community are engaged in this journey.

We understand that reconciliation is an ongoing process that acknowledges Aboriginal and Torres Strait Islander peoples, reframes our current relationships and works towards a future based on dignity and trust. As we launch our next RAP, we would like to thank everyone who has contributed to this plan. We are committed to continuing this journey by engaging in reconciliation with Aboriginal and Torres Strait Islander people.

By implementing this RAP, we are committing not just to pursue equity for First Nations peoples, but to continue to listen and create opportunities for our people and the wider community to learn more about First Nations cultures and the importance of the reconciliation movement.







Our Vision for Reconciliation

Our vision for reconciliation is for a future where Aboriginal and Torres Strait Islander peoples are recognised as the First Nations peoples of Australia. Where the cultural history and heritage of our First Nations Peoples is celebrated, past injustices are acknowledged and equitable opportunities for all Australians are advanced.

As an early childhood education and training provider, we are committed to ensuring that all Aboriginal and Torres Strait Islander children and students at ECTARC have access to culturally safe and inclusive early childhood education and training programs to achieve best educational and employment outcomes. Aboriginal and Torres Strait Islander perspectives are embedded in our programs, ensuring that all children learn about Australia's First Nations histories and cultures, strengthening respect for diversity and inclusion.

Our commitment to Reconciliation aligns with our organisational vision of enriching futures together. We recognise the many opportunities we have to influence change through our work with children, families, students and the community.

At ECTARC we will promote an organisational culture built on respect and trust, free from bias and discrimination where everyone feels valued and welcome and are committed to engaging with Aboriginal and Torres Strait Islander peoples in all the communities in which we work.

About ECTARC Early Childhood Education Services and Training

ECTARC is a proud, community owned, non-profit organisation, established 1985, ECTARC operates from our head office Warrawong, NSW, on the lands of the Dharwal peoples, and in Logan, QLD, from the lands of the Yugambah peoples.

At ECTARC our vision is 'Enriching Futures Together' for the children, students, and communities we work with. Our specialist early childhood knowledge and extensive experience in the sector enables us to focus on providing optimum early education and care for children, families, students, and our staff. ECTARC is an inclusive organisation that is committed to providing environments where the safety, wellbeing and participation of all children is paramount.

Over the past 38 years, we have provided Early Childhood Education and Care (ECEC) services across Illawarra and Shoalhaven. We currently operate 11 ECEC services. We are also a large Registered Training Organisation, delivering nationally recognised qualifications (Certificate IV, III and Diploma) in the Early Childhood and School Aged Education and Care sector. Over 1500 students access our programs across NSW, ACT, QLD, TAS, with many from regional and remote communities.

There are over 800 children enrolled in ECTARC early childhood education and care services, with Aboriginal and Torres Strait Islander children making up 12% of these enrolments. Across our 11 early childhood education and care services programs are informed by our strong relationships with children and their families. Our Educators promote activities that broaden all children's knowledge of Aboriginal and Torres Strait Islander histories and culture, with Aboriginal and Torres Strait Islander perspectives and our commitment to reconciliation embedded in our curriculum.

ECTARC has a strong commitment to delivering programs that increase the number of Aboriginal and Torres Strait Islander educators in the early childhood education and care workforce. The number of Aboriginal and Torres Strait Islander students enrolled in our training programs are increasing across NSW, QLD and the ACT, with 15% of our students identifying as Aboriginal or Torres Strait Islander. ECTARC Training Services are currently delivering the 'Grow Your Own Aboriginal Traineeship Program' in the Illawarra and Wingecarribee regions, in partnership with the Illawarra Wingecarribee Alliance Aboriginal Corporation and NSW Department of Education. Due to the success of the pilot program, there is the potential for further programs to be delivered in other regions across NSW.

We are a highly respected large regional employer in the Illawarra, Shellharbour, Shoalhaven, and Logan local government areas committed to providing support, ongoing training, and professional learning opportunities for our staff. ECTARC employs around 200 permanent employees, with Aboriginal and Torres Strait Islander employees making up 5% of our total workforce (June 2023). Our positive work culture is something we take pride in. Our staff are amazing and the largest contributor to our success, they always keep our children and students at the very heart of our work.



RAP Working Group

Our RAP was developed by our Rap Working Group, made up of representatives from across the organisation including Board members, senior management, staff representatives and external organisations (including 3 Aboriginal and Torres Strait Islander representatives). The RAP working group consulted with staff and other stakeholders throughout the process.

Members of the RAP Working Group:

- | | |
|-------------------|------------------------------------|
| • Anita Kumar | ECTARC Chief Executive Officer |
| • Melissa Wicks | Early Childhood Manager Operations |
| • Kathryn Barker | Early Childhood Manager Services |
| • Tina McGhie | Curijo |
| • Holly Roser | ECTARC Alunga |
| • Shannon McIvor | ECTARC Wallaroo |
| • Kiley Guillaume | ECTARC The Basin |
| • Patricia Strong | ECTARC Training Services NSW |
| • Donna Bartley | ECTARC Training Services NSW |
| • Caterina Sacco | ECTARC Training Services NSW |
| • Jenna Young | ECTARC Wallaroo |
| • Jasmin Wilson | ECTARC Keiraview |
| • Rhiannon Irwin | ECTARC Sanctuary Point |
| • Kim Rooding | ECTARC Training services QLD |

Our RAP working group meets bimonthly to review and work towards the RAP'S deliverables to guide and support the organisations commitment to reconciliation. Our RAP is championed internally by senior management with our Early Childhood Manager Operations, Melissa Wicks responsible for driving internal engagement and awareness of the RAP within ECTARC.



Our RAP Journey

At ECTARC we are proud of the work we have undertaken and the progress we have made since the launch of our inaugural RAP in May 2022. Guided by the work of the RAP working group we have seen our teams across the organisation embrace the spirit of reconciliation. They are eager to learn and understand more about the histories and cultures of Aboriginal and Torres Strait Islander peoples and to apply these learnings to their everyday work with young children, families and students to contribute to a reconciled Australia.

“Awareness and support for our RAP is high across ECTARC, when surveyed 96% of the respondents indicated that they knew of the ECTARC RAP and had engaged with the RAP supported by their Manager, ECTARC RAP working group members, or through ECTARC internal communications.”

In a short space of time, we have progressed several key deliverables from the RAP as we had been fortunate enough to lay the groundwork in late 2021. This has encompassed a review of our Acknowledgement and the commencement of our cultural learning program. We have been challenged by the impacts of the pandemic, especially in relation to strengthening our relationships within local Aboriginal and Torres Strait Islander communities. At times it has been difficult to come together due to restrictions, illness, and workforce shortages.

Throughout ECTARC our employees and board have enthusiastically acknowledged and celebrated Aboriginal and Torres Strait Islander days of significance including National Reconciliation Week, Sorry Day, and NAIDOC Week. We have both pledged our support and actively participated in community events within the Illawarra and Shoalhaven where we have provided children’s activities for the community. In 2023 ECTARC was invited to auspice the Wollongong Reconciliation Conference, providing our organisational support and resourcing to the community led conference committee of which we have been a long-standing community member.



As we prepare to take the next steps in our reconciliation journey, it is timely to reflect on our achievements from our 2021-2022 Reflect RAP.

- We actively promoted Reconciliation across ECTARC with our employees, children and students.
- Reconciliation was championed in the ECTARC staff bulletin by the RAP working group members.
- Our education and care services have engaged with Narragunnawali, with all services working on the development of a RAP.
- We collaborated with employees, families, Aboriginal Elders and community members to review the ECTARC Acknowledgment of Country.
- We developed the ECTARC Welcome to Country and Acknowledgement guidelines, to strengthen our employees understanding of the importance and use of these cultural protocols.
- ECTARC Training Services supported Aboriginal and Torres Strait Islander students through the Grow Your Own Aboriginal Traineeship program and the Gumarra On Country Program.
- We conducted a cultural learning survey to establish the learning needs of our staff to guide the development of a cultural learning plan for ECTARC.

As with any significant project aimed at effecting cultural change, the implementation of our first RAP was not without challenges. We have reflected on these challenges and will address these through our Innovate RAP.

- Recognising that leaders were deferring to the RAP working group, rather than recognising their responsibilities on the implementation of key deliverables.
- Developing strategies to involve leaders directly in monitoring and reporting on key deliverables linked with their workplans.
- Impact of workforce shortages and organisational change on our ability to progress some key deliverables such as workforce development that needed to be continued
- Difficulties faced in releasing team members to support community events that recognise and celebrate Aboriginal and Torres Strait Islander cultural days of significance.
- Barrier to strengthening our relationships and connections with the local Aboriginal and Torres Strait Islander community members and organisations due to the ongoing COVID-19 pandemic and weather events.

In the time between our Reflect RAP and the development of this Innovate RAP, ECTARC have continued to progress with our reconciliation journey, actioning key priorities that continued on from the Reflect RAP such as the commencement of our cultural learning program for staff and commencing an audit of our inclusion and diversity policies and practices.



We are now ready to take the next steps with our Innovate RAP over the next two years and recognise the strong foundations that we have begun to embed with our first RAP. As we build upon these foundations we will prioritise our connection to community, the ongoing education of staff, children and students, and increased employment, and training opportunities for Aboriginal and Torres Strait Islander peoples.

As we move forward with this Innovate RAP, we recognise that good intentions and words alone will not achieve these outcomes. Collectively we have work to do as we continue with our reconciliation journey across ECTARC, there are relationships to be nurtured and goals to achieve.



Relationships

Building strong relationships is at the heart of everything we do at ECTARC to achieve the best possible educational outcomes for the young children and vocational students with whom we work. Through our Innovate RAP ECTARC aims to establish new and nurture existing networks, partnerships, and reciprocal relationships with Aboriginal and Torres Strait Islander peoples and community, through ongoing collaboration and the sharing of knowledge and experience.

We acknowledge that ECTARC can significantly contribute in the wider community to strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous people, to ensure that we are all working towards reconciliation. ECTARC is highly committed to developing and implementing programs in partnerships with Aboriginal and Torres Strait Islander peoples and community to provide equal opportunities in education and training for all Australians.



Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	February 2024	CEO
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	March 2024	EC Manager Operations
	Annually reflect on activities with Aboriginal and Torres Strait Islander peoples and services involved in our work and identify priority areas where additional efforts to support engagement are required.	Nov 2024, 2025	EC Manager Operations
	Increase participation of ECTARC education and care services in local Aboriginal Education Consultative Group Networks. (AECG)	April 2024	Lead: EC Coordinator Support: Educational Leader
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff and students.	27 May - 3 June 2024, 2025	Lead: EC Manager Operations Support: Marketing Coordinator
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2024, 2025	EC Manager Operations
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2024, 2025	CEO
	ECTARC RAP working group in collaboration with the executive leadership team to organise at least one internal NRW event each year.	27 May - 3 June 2024, 2025	CEO
	Deliver a webinar during NRW to our training students to promote reconciliation.	27 May - 3 June 2024, 2025	Training Manager - Learning and Development
	Senior leaders to collaborate with teams at each ECTARC location to plan a minimum of one NRW event, targeting engagement and education activities for staff, children, families & students	27 May - 3 June 2024, 2025	EC Manager Operations
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2024, 2025	EC Manager Operations

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy with senior leaders to raise awareness of reconciliation across our workforce.	January 2024, 2025	EC Manager Operations
	Publicly promote ECTARC's commitment to reconciliation, through our website, annual report, social media, and internal communications.	June 2024, 2025	Marketing Coordinator
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	February 2024	Lead: EC Manager Services Support: Training Manager Funded
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation. This includes partnering with community organisations for events and advocacy activities.	February 2024	EC Manager Services
	Ensure the RAP is clearly visible and accessible on the ECTARC website and internally	November 2023	Marketing Coordinator
	Develop an internal resource library on the employee intranet to access and share resources that promote Reconciliation	December 2023	Marketing Manager
	Include an overview of our RAP and our commitment to reconciliation as part of staff and board orientation.	Review June 2024	EC Manager Operations
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	November 2023	EC Manager Operations
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	January 2024	EC Manager Operations
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	December 2023	Wellbeing Project Coordinator
	Undertake the Workplace Cultural Diversity Tool through Racism it Stops with me	November 2023	Wellbeing Project Coordinator
	Educate senior leaders on the effects of racism.	February 2024	EC Manager Operations
	Include mandatory training on the prevalence and impacts of racism, within our workforce professional development strategy, at induction and ongoing.	February 2024	EC Manager Operations



Respect

Respect is one of the core values at ECTARC, promoting an organisational culture of respect, equality, equity, and cultural safety. Across our teams we acknowledge and celebrate diversity and value the contributions of all people to our work. As a provider of early education and training programs we recognise the vital role we play in strengthening the respect and understanding of Aboriginal and Torres Strait Islander cultures and histories to advance reconciliation. At ECTARC we recognise Aboriginal and Torres Strait Islander peoples as the First Nations peoples of Australia and we are committed to ensuring that their cultural histories, knowledge, and rights are reflected throughout our organisation, policies, work practices and environments.



Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation annually.	November 2023, 2024	EC Manager Operations
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	November 2023, 2024	CEO
	Develop, implement, and communicate a cultural learning strategy document for ECTARC, which defines cultural learning needs for board members and employees in all areas of the business.	January 2024	Lead: EC Manager Operations Support: RAP working group
	Partner with Aboriginal and Torres Strait Islander businesses and/or people to co design and deliver a Cultural Learning Program with a tiered structure to embed ongoing cultural learning training to employees.	January 2024	CEO
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	January 2024	CEO
6. Engage children and students enrolled with ECTARC in cultural learning opportunities to increase understanding, value and respect of Aboriginal and Torres Strait Islander cultures, histories, and achievements.	ECTARC educational leaders will explore and unpack the new principles and practices in the Early Years Learning Framework V2 on Aboriginal and Torres Strait Islander perspectives.	January 2024	EC Coordinator for Educational Leaders
	Provide learning opportunities for children to extend their knowledge and understanding of Aboriginal and Torres Strait Islander cultures and histories through: <ul style="list-style-type: none"> Embedding reconciliation and cultural learning in the early learning program and environment Fostering relationships between the children and local Aboriginal and Torres Strait Islander Elders and family members to enhance children's learning. 	January 2024 , January 2025	Lead: EC Coordinator for Educational Leaders Support: Educational Leader
	Incorporate Aboriginal and Torres Strait Islander cultural learning into programs and resources for students undertaking early education and care qualifications and/or professional development courses with ECTARC Training Services.	January 2024 , January 2025	Training Manager – Learning and Development

Action	Deliverable	Timeline	Responsibility
7. 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 Acknowledgment of Country and Welcome to Country protocols.	November 2023	EC Manager Operations
	Develop, implement, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgment of Country.	January 2024	EC Manager Operations
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	January 2024 & 2025	CEO
	Include an Acknowledgment of Country or other appropriate protocols at the commencement of important meetings, including: <ul style="list-style-type: none"> ECTARC Board meetings ECTARC planning and team meetings. ECTARC internal network meetings Training delivered by ECTARC. 	November 2023	CEO
	Include an Acknowledgment of Country statement in staff email signatures, ECTARC website and publications.	November 2024	EC Manager Operations
	Conduct an audit of ECTARC sites to ensure that they display the ECTARC Acknowledgement of Country Plaque and Aboriginal and Torres Strait Islander flags.	December 2023	EC Manager Services
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Circulate and promote NAIDOC week events, activities and resources to staff, families, and students.	First week in July 2024 & 2025	EC Manager Operations
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2024 & 2025	EC Manager Operations
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	May 2024, 2025	EC Manager Operations
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2024 & 2025	EC Manager Operations
	Participate and offer event support for NAIDOC week events in the local community where we operate.	First week in July 2024 & 2025	EC Manager Services
	Senior leaders to collaborate with teams at each ECTARC location to plan a minimum of one NAIDOC week event or activity, targeting engagement and education activities for staff, children, families & students.	First week in July 2024 & 2025	EC Manager Operations

Action	Deliverable	Timeline	Responsibility
9. Celebrate Aboriginal and Torres Strait Islander dates of significance.	Acknowledge and celebrate days of significance to Aboriginal and Torres Strait Islander peoples, including (but not limited to): <ul style="list-style-type: none"> National Apology (February) Sorry Day (May) National Aboriginal and Torres Strait Islander Children's Day (August) 	February 2024 & 2025	Lead: EC Manager Operations Support: EC Coordinator
10. Promote culturally safe and welcoming environment for Aboriginal and Torres Strait Islander staff and visitors across ECTARC sites.	Cultural safety training will be delivered at least twice per year for employees who have previously completed Building Cultural Awareness training with ECTARC's Aboriginal and Torres Strait Islander training partner.	December 2023, 2024	EC Manager Operations
	Review ECTARC's cultural safety, inclusion and diversity policies.	March 2024	Wellbeing Project Coordinator
	Provide access to culturally respectful artwork, materials, and resources.	July 2024	EC Manager Services
	Engage with the Aboriginal Cultural Safety Framework for Early Childhood Education when released by the NSW Department of Education	December 2024	EC Manager Services



Opportunities

Fostering equal and equitable opportunities for Aboriginal and Torres Strait Islander Peoples is essential to realising reconciliation. Building on our first RAP our focus is to strengthen employment outcomes for Aboriginal and Torres Strait Islander peoples in the early education and care sector both externally and internally. At ECTARC we recognise that the employment of people with diverse skills and experiences from a range of backgrounds, helps to ensure our services and workplaces are culturally safe.

We are committed to increasing supplier diversity across ECTARC creating business opportunities for Aboriginal and Torres Strait Islander Peoples, thereby supporting a more inclusive economy. The relationships that we develop with Aboriginal and Torres Strait Islander peoples and suppliers can enhance our programs for children, families, and students through the provision of culturally safe and ethical goods and services.

Our aim is to create opportunities for Aboriginal and Torres Strait Islander Peoples through employment, training and procurement of goods and services.



Action	Deliverable	Timeline	Responsibility
11. 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.	February 2024	EC Manager Operations
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy.	March 2024 & 2025	EC Manager Operations
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	May 2024	EC Manager Operations
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	January 2024	Human Resources Administration
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	February 2024	EC Manager Operations
	Provide a minimum of one traineeship opportunity for an Aboriginal and Torres Strait Islander student in our workplace each year.	December 2023 & 2024	Early Childhood Manager Services
12. Increase training opportunities for Aboriginal and Torres Strait Islander students.	Explore funding opportunities to deliver ongoing funded traineeship programs for Aboriginal and Torres Strait Islander students.	December 2023, 2024 & 2025	Training Manager - Funded
	Grow the number of Aboriginal and Torres Strait Islander students enrolled with ECTARC by offering supported pathways including school based or pre-employment programs, Certificate III and Diploma level qualifications.	January 2024 & 2025	Training Manager - Funded
	Engage with Aboriginal and Torres Strait Islander organisations and advisors to consult on the development and delivery of culturally safe training programs for Aboriginal and Torres Strait Islander students.	November 2023	Training Manager - Funded

Action	Deliverable	Timeline	Responsibility
13. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	March 2024	Early Childhood Manager - Operations
	Investigate Supply Nation membership.	November 2023	Early Childhood Manager - Operations
	Maintain and increase the purchase of goods and services from local Elders, sole trader Aboriginal and Torres Strait Islander businesses such as arts and crafts, hobbyist's and consultancy businesses.	December 2023 & 2024	Early Childhood Manager - Operations
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	January 2024	Early Childhood Manager - Operations
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	February 2024	Early Childhood Manager - Operations
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	June 2024	Early Childhood Manager - Operations
14. Promote Narragunnawali: Reconciliation in Education to staff and external stakeholders	Promote Reconciliation Australia's Narragunnawali: Reconciliation in Education program to all ECTARC early education and care services.	February 2024	Early Childhood Manager Services
	Encourage all ECTARC staff and early education and care services to sign up to the Narragunnawali News mailing list to stay up to date with relevant ideas and opportunities for early education and care services.	January 2024	Early Childhood Manager Services
	Encourage all staff to engage with the professional learning resources (including webinars) available via Reconciliation Australia's Narragunnawali: Reconciliation in Education online platform.	December 2023 & 2024	Early Childhood Coordinator
	Develop performance indicators for ECTARC early childhood education and care service directors to increase the number ECTARC services with a published Narragunnawali RAP	November 2023	Early Childhood Manager Services
	Ensure all ECTARC services are actively working towards developing and/or maintaining their own RAPs via the Narragunnawali platform.	January 2024 & 2025	Early Childhood Coordinator
	Promote networking between ECTARC early childhood education and care services to assist them to develop and maintain a RAP through the Narragunnawali platform.	November 2023	Lead: EC Manager Services Support: Early Childhood Coordinators
	Help promote and encourage ECTARC early learning services who have shown exceptional commitment to reconciliation to apply for a Narragunnawali Award.	April 2024 & 2025	Early Childhood Manager - Services
	Nominate ECTARC services who have shown exceptional commitment to reconciliation for a Narragunnawali Award.	April 2024 & 2025	Early Childhood Manager - Services

Action	Deliverable	Timeline	Responsibility
15. Increase the representation of Aboriginal and Torres Strait Islander peoples in governance roles.	Invite Aboriginal and Torres Strait Islander representation on the ECTARC board through intentional recruitment. Target is at least one new appointment within the next 2 years.	November 2024 & 2025	CEO
	Build the representation off Aboriginal and Torres Strait Islander staff and community members on ECTARC subcommittees or advisory groups.	November 2024 & 2025	CEO



Governance



Action	Deliverable	Timeline	Responsibility
16. 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.	Oct, Feb, April, June, Aug 2023,2024 & 2025	EC Manager Operations
	Review and update the Terms of Reference for the RWG annually.	February 2024, 2025	EC Manager Operations
	Meet at least four times per year to drive and monitor RAP implementation.	Oct, Feb, April, June, Aug 2023,2024 & 2025	EC Manager Operations
17. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation	July 2023 & 2024	CEO
	Continue to engage our senior leaders and other staff in the delivery of RAP commitments.	Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sept, Oct, Nov, Dec 2023,2024 & 2025	EC Manager Operations
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	November 2023	EC Manager Operations
	Appoint and maintain an internal RAP Champion from senior management.	November 2023	CEO



Action	Deliverable	Timeline	Responsibility
18. 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.	June 2024, 2025	EC Manager Operations
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August 2024, 2025	EC Manager Operations
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2024, 2025	EC Manager Operations
	Report RAP progress to the Board, all staff and senior leaders quarterly.	Mar, June, Sept, Dec 2023, 2024 & 2025	EC Manager Operations
	ECTARC RAP standing agenda item on key network meetings	Review December, 2023, 2024	Meeting Chair
	RWG to publish a reconciliation focused article in the employee bulletin once per month.	Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sept, Oct, Nov, Dec 2023 2024	EC Coordinator
	Publicly report our RAP achievements, challenges and learnings in the organisation's Annual Report.	November 2023 & 2024	CEO
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	CEO
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	November 2025	EC Manager Operations
19. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	May 2025	EC Manager Operations



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Innovate Reconciliation Action Plan November 2023 - November 2025
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