



Reconciliation Action Plan

January 2020 – January 2023



Acknowledgement of Country

Goodstart Early Learning acknowledges all Traditional Owners across Australia and recognises all First Nations peoples continued cultural and spiritual connection to the land, sky and waterways that surround us. We pay our respects to Elders past, present and emerging.

Aboriginal and Torres Strait Islander peoples are advised that this document may contain names and images of deceased persons which may cause sadness or distress.

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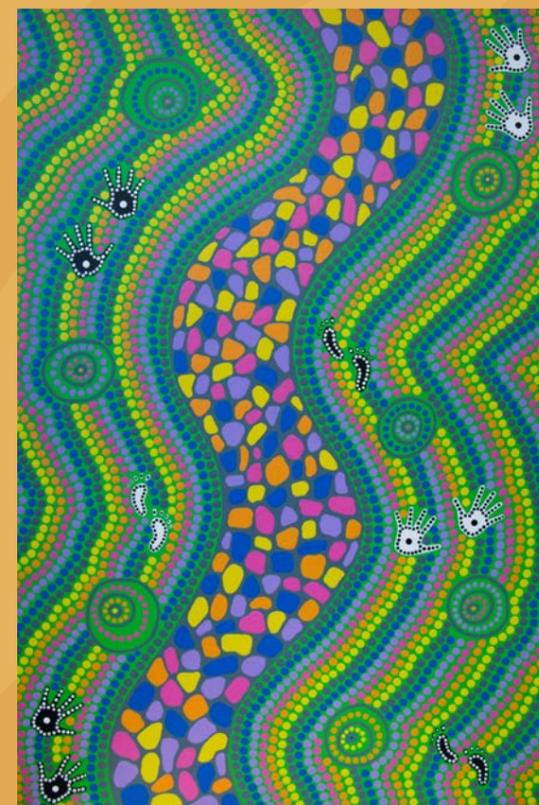
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Cyndy NEWMAN

Born Griffith, NSW, 1979

Wiradjuri woman of Condobolin, NSW

Pathway Leading to Reconciliation

2014, Canberra

Acrylic on canvas

This painting was commissioned by Goodstart Early Learning to commemorate the launch of the Goodstart Reconciliation Action Plan 2014 - 2016 on July 9, 2014.

In 2014, Goodstart Early Learning commissioned Pathways Leading to Reconciliation to commemorate the launch of our first Reconciliation Action Plan (RAP) on July 9, 2014.

Painted by Cyndy Newman, a Wiradjuri woman of Condobolin in New South Wales and a former Goodstart centre director, the artwork expresses the journey that we are taking to recognise Aboriginal and Torres Strait Islander people within our services and communities.

Each of the symbols in the artwork is significant, as explained by Cyndy:

- The circles symbolise meeting places, people coming together for discussions and decision-making.
- The hands symbolise the children, the early education industry in which we are dedicated to make a better place for.
- The foot prints symbolise the steps we are taking to create, design and acknowledge the importance of having a Reconciliation Action Plan in place.
- The path symbolises the most important path we will learn to take during this adventure.
- I would like to think that this path will never end, there is always room for improvement and the journey that we take will always be a learning curve and a piece of history that is being etched into the history of the RAP and Goodstart.
- When I was invited to be a part of the RAP and create the art piece that would be used in all communications, the first thing that popped into my head were the Goodstart colours. To me they are inviting, mesmerising and cheerful. Each dot was painted with respect, in total there are over 4,030 dots.

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A message from our Chairman, Michael Traill

Goodstart Early Learning as an organisation recognises and respects Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia and as the custodians of the land on which we live. We recognise and uphold their unique rights.

Six years into our reconciliation journey as an organisation, we recommit to taking action at all levels to promote reconciliation. All Australians should feel, as a nation, connected to the tens of thousands of years of human occupation of the Australian continent and surrounding Islands. This sense of connection should help unify rather than divide us. We will actively support Aboriginal and Torres Strait Islander peoples to participate equally in opportunities within Goodstart.

By collaborating and partnering with Aboriginal and Torres Strait Islander peoples and organisations, we can learn together, develop respectful and meaningful relationships and achieve lasting change that contributes to a more unified Australia.

Michael Traill

Chairman,
Goodstart Early Learning

A message from our CEO, Julia Davison

Six years into our reconciliation journey, Goodstart is committed to deepening our commitment to promoting reconciliation across all of our work.

That will include practical steps such as supporting Aboriginal and Torres Strait Islander peoples to work in our sector and sharing our expertise more broadly such as our partnership with Baya Gawi in Fitzroy Crossing. It will include embedding cultural knowledge and awareness into our organisational practices and early learning programs. And it will include encouraging each of our centres to actively engage with Aboriginal and Torres Strait Islander communities and families at a local level so that our centres are seen by them as welcoming, respectful and culturally safe places. We want to build partnerships with Aboriginal and Torres Strait Islander families and communities based on trust, respect and recognition of their rights and culture.

Indeed, that is a crucial component of achieving Goodstart's vision of Australia's children having the learning, development and wellbeing outcomes they need for the best possible start in life.

Julia Davison

Chief Executive Officer,
Goodstart Early Learning





A message from Karen Mundine, CEO Reconciliation Australia

Reconciliation Australia congratulates Goodstart Early Learning on its continued commitment to reconciliation, as it implements its second Reconciliation Action Plan (RAP); and its first Stretch RAP.

Since joining the RAP community six years ago, Goodstart has set the benchmark for what ambitious, considered and creative reconciliation in the early learning sphere can look like. Supporting 72,000 children in 665 locations across the country, Goodstart's role as a leader for social good in the communities it fosters cannot be overstated.

Goodstart have given serious thought to the way in which it establishes crucial structures to grow reconciliation throughout its sphere of influence. This includes prioritising the delivery of ambitious employment targets; encouraging consultation with Aboriginal and Torres Strait Islander communities; implementing cultural competency training; and supporting centres to develop their own RAPs. These initiatives speak to Goodstart's commitment to both integrate Aboriginal and Torres Strait Islander perspectives in its work; and to form a strong foundation upon which to continue its reconciliation journey.

This Stretch RAP is notable for the systematic approach Goodstart takes to building reconciliation into its everyday — for both its staff and the communities in which it operates. This is apparent in the prominence given to the Community of Practice platform; a program that ensures the sustainability of Goodstart's reconciliation capabilities into the future. Likewise, Goodstart's undeniable successes — such as the Fitzroy Crossing secondment program and the impressive increase in its CareerTracker internship program — are truly commendable.

This Stretch RAP signifies Goodstart's accelerated commitment to reconciliation within its organisation and across its sphere of influence. On behalf of Reconciliation Australia, I commend Goodstart on its Stretch RAP and look forward to following its ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer, Reconciliation Australia



Goodstart Elizabeth Vale partners with the local Aboriginal Health Service “Nunkawarrin Yunti” to facilitate Nunga playgroup.



Our Ambition for Reconciliation

Our ambition for reconciliation is the achievement of a socially just and equitable Australia that is free of racism.

As an early learning organisation, Goodstart recognises that the experience of racism can negatively impact children’s social and emotional wellbeing as well as their cognitive development. We also recognise that addressing racism takes a committed and systematic approach to ensure children, their families and communities embrace cultural diversity and respect for our First Nations peoples.

The opportunity Goodstart has in influencing and educating current and future generations of Australians in respect for Aboriginal and Torres Strait Islander peoples, cultures and histories, fuels our ambition now and for the future.

Goodstart is committed to building partnerships based on trust, respect and recognition of the rights of Aboriginal and Torres Strait Islander peoples. We recognise Aboriginal and Torres Strait Islander cultures as enduring, living cultures, and we respect and value the cultural insights that we gain through establishing strong links between Goodstart and the children, families and communities with whom we work.

On a foundation of equity, integrity and respect we continue to create and improve high quality, culturally safe early learning experiences for all children.

Our Vision for Reconciliation

Founded on a vision of giving Australia’s children the best possible start in life through access to quality early learning, Goodstart’s purpose is to ensure all children have the learning, development and wellbeing outcomes they need for school and life.

Goodstart recognises and respects Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia and as the Traditional Custodians of the land on which our early childhood services are offered.

Our vision for reconciliation is for Goodstarters to engage with reconciliation on both a personal and professional level, creating the conditions that support Aboriginal and Torres Strait Islander social justice, equality and equity. Through this vision, we are laying the foundations to grow future generations that value and recognise Aboriginal and Torres Strait Islander cultures and heritage as a proud part of a shared identity.

This vision is underpinned by Reconciliation Australia's five dimensions of reconciliation to measure Australia's progress:



Race relations

All Australians understand and value Aboriginal and Torres Strait Islander and non-Indigenous cultures, rights and experiences, which results in stronger relationships based on trust and respect and that are free of racism.

Goodstart commits to providing quality early childhood education environments that reflect and value Aboriginal and Torres Strait Islander and non-Indigenous cultures, rights and experiences. We do this through our organisational Stretch RAP as well as our centres developing their own local Narragunnawali: Reconciliation in Education RAPs in partnership with local communities.



Equality and equity

Aboriginal and Torres Strait Islander peoples participate equally in a range of life opportunities and the unique rights of Aboriginal and Torres Strait Islander peoples are recognised and upheld.

Goodstart commits to reconciliation between Aboriginal and Torres Strait Islander peoples and other Australians; and, supports fostering equal and equitable education, employment and business opportunities and outcomes across our spheres of influence. We action this by leveraging our size and scale and promoting reconciliation as a lens through which we see all our business activities and strategic goals.



Unity

An Australian society that values and recognises Aboriginal and Torres Strait Islander cultures and heritage as a proud part of a shared national identity.

Goodstart's commitment to being a valued part of each unique community has been one of our guiding principles since our inception in 2009. We recognise Aboriginal and Torres Strait Islander cultures as enduring, living cultures, and we respect and value the cultural insights that we gain as we establish strong links between Goodstart and the children, families and communities with whom we work. We action this through our respectful and inclusive environments that include Acknowledgement of Country when we gather with colleagues and partners; and, all our offices and early learning centres featuring Acknowledgement of Country artwork and displays in their foyers.



Institutional integrity

The active support of reconciliation by the nation's political, business and community structures.

Goodstart commits to leveraging our spheres of influence to promote reconciliation through our sector leadership, business relationships and social impacts. We action this through our Early Learning campaigns such as Smart Start; our relationships with National Children's Commissioner, State and Territory regulators and through our early years advocacy work.



Historical acceptance

All Australians understand and accept the wrongs of the past and the impact of these wrongs. Australia makes amends for the wrongs of the past and ensures these wrongs are never repeated.

Goodstart commits to ensuring the wrongs of the past are acknowledged and never repeated through the learning delivered through our cultural competence programs. Goodstart commits to an ongoing program of cultural competence and ensuring our suite of professional development and workforce training promotes respect for diversity.

Further detail about how Goodstart is addressing the five dimensions of reconciliation is available in our Action Plan from page 35.

Our business

Goodstart is Australia's largest provider of early learning and care. As a not-for-profit social enterprise, we exist purely to improve the lives of Australia's children and their families.

Goodstart was formed in 2010 thanks to a unique combination of private, public and leading community sector organisations — The Benevolent Society, The Brotherhood of St Laurence, Mission Australia and Social Ventures Australia. We deliver social impact on a national scale by offering evidence-informed early learning and care in hundreds of centres nationally, supporting families and influencing the broader community through our advocacy work, which aims to increase investment in the early years to ensure all children have access to quality early learning.

Within our centres, Reconciliation is underpinned by the statutory National Quality Framework. A Guiding Principle of the National Framework is that Australia's Aboriginal and Torres Strait Islander cultures are valued, and Belonging, Being & Becoming — The Early Years Learning Framework for Australia promotes respect for diversity.

In meeting **our purpose** to ensure children have the learning, development and wellbeing outcomes they need for school and life, we're driven by four **guiding principles**:

1. **Children** are central to everything we do;
2. **Families** are our primary partner;
3. **Our People** make the difference; and
4. Being a valued part of each unique **Community**.



Goodstart has set six **strategic goals** to drive our work:

Exceptional quality



Personalised family experience



Amazing Goodstarter experience



Our Reconciliation journey is woven through everything we do.

Inclusion for everyone



Thriving organisation



Impact beyond Goodstart



Safety

Through our Stretch Reconciliation Action Plan (RAP), Goodstart is working towards being a sector leader in embedding reconciliation in governance, curriculum, quality teaching and participation in early learning through our commitment to actions for reconciliation and our ongoing relationships with the Australian Government and our State and Territory Regulators. We understand that as Australia's largest provider of quality early learning and care, we have a significant opportunity to support reconciliation for not just this generation, but generations to come.

To progress reconciliation at Goodstart, our centres use Reconciliation Australia's Narragunnawali: Reconciliation in Education platform to create their own centre and community-specific Reconciliation Action Plans. These practical plans are a formal commitment to reconciliation and guide centres in building respectful relationships, addressing prejudices and developing supportive and culturally safe environments for children, their families and communities.

With centre network operations in every state and territory, we are committed to building our cultural competency at every level across our organisation through the actions and targets outlined in this plan and to supporting each individual centre in each community progress in their reconciliation journeys.

Goodstart is also committed to engaging with 100% owned Aboriginal and Torres Strait Islander suppliers. We will use our scale and buying power to leverage opportunities for Indigenous suppliers and job seekers within existing relationships and opportunities moving forward in this RAP and beyond. All suppliers currently providing goods and services to Goodstart are encouraged to support our commitment to the RAP so we can create new opportunities to progress reconciliation together.

Goodstart Early Learning has five Centre Support Offices located in Brisbane on Turrbal and Yuggera Country, Sydney on Gadigal Country, Melbourne on Wurundjeri and Boon Wurrung Country, Adelaide on Kurna Country and Perth on Wadjuk Country. The names of the lands on which our offices stand are reflected in the names of our meeting spaces in our centre support hub in Brisbane.

Each day our team of more than 15,500 people support 72,000 children and 60,000 families across over 665 centres nationwide which makes up the largest provider in Australia with a presence and impact in every state and territory.

In 2020, Goodstart employed 216 people who identify as Aboriginal and Torres Strait Islander in a variety of roles and leadership positions within the organisation. This number has been growing steadily.

Goodstart has also established a program to encourage more people to become part of the early childhood education sector with a growing number of traineeships and internships available for Aboriginal and Torres Strait Islander people each year in diverse areas such as IT, Social Inclusion and centre teaching and management.

While we consistently work to give children the best possible start in life through access to quality learning at each of our centres nation-wide, we also advocate the benefits of investing in early learning to government policy makers, seeking to demonstrate the benefits through quality research and building relationships across the early childhood sector to improve collaboration.

Goodstart is continuing to develop the cultural intelligence of our organisation to support positive learning and working environments for everyone, especially our Aboriginal and Torres Strait Islander children, families and Goodstarter's.

Goodstart Springvale connected with Adam Magennis from the Bunurong people to conduct a smoking ceremony over their centre





Our Stretch RAP Artwork

Goodstart is incredibly proud of the work our centre network and their support teams do in supporting the advancement of reconciliation. We are especially proud to be able to showcase the talent and cultural values and traditions of the Aboriginal and Torres Strait Islander peoples who work with us.

To celebrate the launch of our Stretch RAP, Goodstart commissioned our Centre Support team member, Elizabeth Maloney, to develop a new design that reflects Goodstart's progress and our aspirations for reconciliation.

Elizabeth MALONEY

Born Tamworth, NSW, 1981

Kamilaroi woman of Gunnedah, NSW

Together We Grow

2018, Redland Bay - Quandamooka Country

Acrylic on canvas

This painting was commissioned by Goodstart Early Learning to commemorate the Goodstart Stretch Reconciliation Action Plan January 2020 - January 2023.



From the artist

'I have been painting since my children were small so, about 20 years. I was exposed to painting from a young age with my Aunties and Uncles painting during my childhood years and they would chastise me when I attempted by tracing a picture. They would paint the stories of the area from where I am from.'

'Born on Kamilaroi Country, my grandfather was a conservationist and looked after the land and animals where I was raised. He would take us on Country and teach us about the land, the animals and the need to look after them all. This is where I learnt the stories of the land and how we are all connected to this Country.'

'Painting is my escape, it connects me and gives me confidence to share my talents and culture with all people through my art. I have many works that have been commissioned across Australia but to be asked to paint the next stage of Reconciliation at Goodstart, I felt overwhelmed. I am my own worst critic so for my workplace to acknowledge my artistic talents was valuing.'

The story of 'Together we grow'

The story of the painting starts in the middle, with the symbol for children being at the centre of everything we do.

The symbol for children is painted in Goodstart colours to reflect the Goodstart Vision that all of Australia's children have the best possible start in life. The symbol is set on a Coolamon, a tool that Australia's First Nations people used to carry and care for their babies. Use of the Coolamon represents Goodstart working respectfully and inclusively, reflecting First Nations perspectives across our programs and pedagogy.

Travelling lines radiate out from the centre of the painting to the symbols that represent our local communities. These symbols acknowledge the important role that communities play in children's education and care and the positive relationships that centres, and Centre Support teams have with them.

The travelling lines lead to our Centre Support teams. Within the circles are symbols that represent our diverse workforce and the roles that they play in the organisation. Every person is valued and their role in creating and supporting quality programs for children is recognised, denoted by the boomerang symbol that represents connecting back to the children at the centre of everything we do.

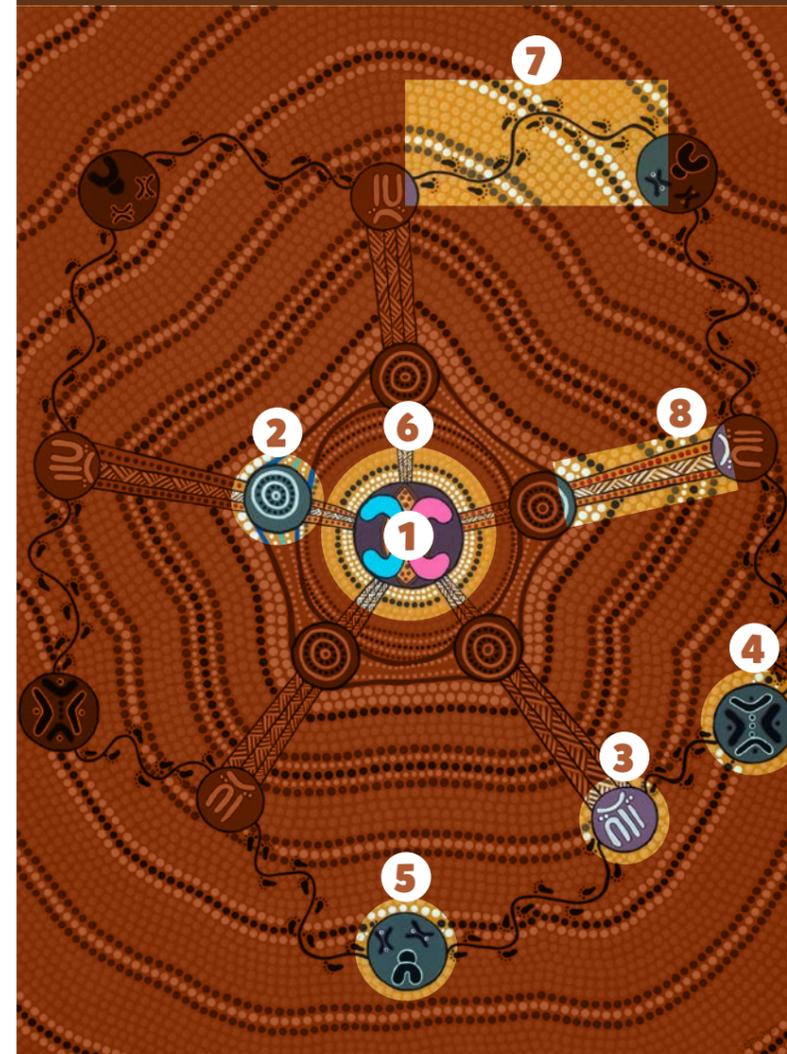
The five travelling lines represent the frequent travelling we do between centres, communities and Centre Support teams in focusing on our purpose.

The inner circle features three blue lines — two dark blue and one light blue — that represent the waterways on where the main Centre Support Office is situated.

The footprints represent our journey in Reconciliation. It is continuous and encompasses the whole painting with touch points along the way. It takes everyone in the organisation to walk the journey.

All the elements that sit on this dot painting represents the growth rings of a tree. "We grow with children and Goodstart will grow with all that it does for Reconciliation".

When all these elements come together, it gives children the best possible start in life.



Together We Grow Symbols and their meanings

- | | | |
|----------|-------------------------------|---|
| 1 | Symbol for Children | The Children are placed in a Coolamon, a carrying vessel that our people placed our babies in to keep them safe. Children are central to all we do. |
| 2 | Community symbol | Represents the diverse communities of our children, educators and support people |
| 3 | Centre Support symbol | Represents our diverse workforce and their support of the centre network U shape support staff Digging sticks Boomerang |
| 4 | Families | Acknowledging the diversity of our Goodstart families |
| 5 | Educators and children | Represents the attuned relationships between educators and children |
| 6 | Children at the centre | Painted in Goodstart colours representing the vision of "all of Australia's children to have the best possible start in life" |
| 7 | Footprints | The footprints represent walking our reconciliation journey together |
| 8 | Travelling lines | A representation of the communication between centres, communities and Centre Support offices. |

We are proud to be able to display and incorporate these symbols throughout our centre support hub environment in Brisbane.

Our RAP journey

Goodstart's Stretch RAP January 2020 - January 2023 builds on our previous Innovate RAP 2014 - 2016 and our continuing work towards reconciliation from 2016 through to 2019.

This Stretch RAP acknowledges the significant opportunity Goodstart has in educating the next generations of Aboriginal and Torres Strait Islander and non-Indigenous Australians about Aboriginal and Torres Strait Islander histories, cultures and achievements.

We acknowledge that 'reconciliation is everyone's business' and provide opportunities for our centres and their support networks to engage with reconciliation on both personal and professional levels. We do this through our Arrilla Online Cultural Competency training, professional development opportunities on the Learning Hub, Goodstart's online community for learning, our calendar of cultural events and our Communities of Practice. In this way, reconciliation is woven through everything we do at Goodstart.

This drives our RAP community to ensure Goodstart continues to create the reciprocal conditions for reconciliation that will support Aboriginal and Torres Strait Islander social justice, equality and equity. As such, the governance of our organisational RAP ensures that there are no barriers to reconciliation for any part of our business.

This has meant careful and sensitive reflection on how we implement our reconciliation actions, encourage community consultation as well as ensuring we have the right support in place in meeting our commitments at local and national levels for children, families and our people, now and into the future.

Walking together – a snapshot

Vital to developing our growing commitment to reconciliation as an organisation has been our engagement with Reconciliation Australia's Narragunnawali: Reconciliation in Education program and RAP process for schools and early learning centres.

A key stretch target in this RAP is that all our early learning centres have a Narragunnawali RAP that supports reconciliation in their local communities.

In 2020, more than three quarters of our early learning centre network are actively developing RAPs with their local communities. Here are some of the stories of how our centre and support networks have begun, or are continuing, their reconciliation journeys.

Together there's no limit

- **Goodstart Springvale (Victoria)** worked closely with their local government to organise a Welcome to Country by the local Traditional Custodians that included a smoking ceremony.
- **Goodstart Shailer Park (Queensland)** held a smoking ceremony and created reconciliation artworks in collaboration with the local Elders. The centre was the inaugural winner of the (internal) 2018 Goodstart Award for Reconciliation.

- **Goodstart Shakespeare Street — Mackay (Queensland)** asked pre-kindergarten children about what reconciliation meant to them 'We share, learn together and walk together'. Children made and decorated their own footprints to represent that we walk together through history to learn from each other and to reconcile with each other. The individual children represent that we are all different and all unique. Together we walk, together we learn, together we share our stories and history.

- **Goodstart Ingle Farm — Roopena Street (South Australia)** explored reconciliation and Aboriginal cultures in many ways, including a whole centre Welcome to Country on National Sorry Day; visits from, and to, the local library to read and listen to Aboriginal stories; making a Sorry Garden, visits from an Aboriginal family and from students from the APY lands who taught Pitjantjatjara words, did dot paintings with us, explored Aboriginal symbols and interacted with Aboriginal traditional instruments.

"The children became very involved and interested in the cultures of the Aboriginal peoples and have shown that they have a deep understanding and respect for the Aboriginal peoples of Australia."

- **Goodstart Blackman's Bay (Tasmania)** acknowledged National Reconciliation Week through a variety of art experiences inspired by painting prints and sculpture photos by Aboriginal and Torres Strait Islanders.

"We explored prints and photos, discussed features, qualities, ideas and our own interpretations of the art works. We made our own paintings and sculptures using a variety of natural, traditional and modern resources. The experiences incorporated elements of nature and Aboriginal painting techniques. We used ochre, collected leaves, twigs and bark, shells, clay, grass weaving and other resources and equipment that the children collected from around their environment. These elements were combined through the children's natural creativity and resourcefulness to experiment, explore and imagine ideas."





The team at Baya Gawiy Buga yani Jandu yani u Centre

About the Baya Gawiy Buga yani Jandu yani u Centre

The Fitzroy Crossing secondment program provides two Goodstart educators per term the opportunity for 12-week secondments. Our educators join the team at Baya Gawiy Buga yani Jandu yani u Centre—an integrated early childhood education, care, health and wellbeing centre located in Fitzroy Crossing, Western Australia.

This is a unique and life-changing opportunity for qualified early childhood educators to be immersed in an Aboriginal community. They get to make a significant contribution to the important work of the centre, then bring their experience and understanding back to further enrich Goodstart's cultural knowledge.

The Baya Gawiy centre was established under the National Partnership Agreement on Indigenous Early Childhood Development and provides care to around 30 families with children ranging from four months to four years of age, 70 per cent of whom are Aboriginal. The secondments support the Fitzroy Crossing community by providing additional Goodstart people at the Baya Gawiy Buga yani Jandu yani u Centre, enabling them to provide more services to children and families.



- **Goodstart Campbelltown's (South Australia)** Kindergarten children have been learning about reconciliation and respect.

"We worked very hard on understanding why we have reconciliation and what it means in today's context. The children were particularly interested in the concept of respecting each other. As the children's understanding of these concepts grew, we decided to develop an Acknowledgment of Country. The children shared their ideas about how we could thank the Kaurna people for sharing their Land, and their ideas evolved into the Acknowledgment of Country. Throughout National Reconciliation Week the children designed reconciliation handprints, drawing their understandings of reconciliation. We put it all together to make a wonderful display for our Kindergarten. At Goodstart Campbelltown we are very proud of the children and their work around reconciliation and respect."

- **Goodstart Payneham's (South Australia)** babies have engaged with Aboriginal and Torres Strait Islander perspectives through music and movement.

"The babies enjoyed exploring wooden rain sticks and became completely fascinated with the concept of the 'swooshing' coming through. This gave us an idea of creating our own. Using recyclable materials (paper towel rolls) we began the process of painting our cylinders using only our fingers, hands and in some cases knuckles. We continue to embrace and show our respect for Aboriginal and Torres Strait Islander cultures through music and movement."

- **Goodstart Nightcliff (Northern Territory)** celebrates NAIDOC week with Goodstart Wulagi joining together to take a group of Preschool children to the Larrakia Nation Official Flag Raising Ceremony and Family Day. The children participate in arts and craft and face painting as well as watching traditional dancers and Didgeridoo (yidaki) playing.



Goodstart Community of Practice

Centre leadership teams have come together to develop a Community of Practice (CoP) focused on strengthening engagement with Aboriginal and Torres Strait Islander educators, and people seeking a career in early childhood education and care.

The CoP facilitates access to rich information. It's the platform to prototype initiatives and provides the valuable inputs necessary to systematise and embed processes enabling diversity of our workforce at scale and the delivery of specific Aboriginal and Torres Strait Islander employment programs.

CoP Centres progress work on specific initiatives within their centres and communities to:

- strengthen cultural safety
- develop greater cultural awareness with their educators, families and children
- create employment opportunities through pathways such as traineeships and school based apprenticeships for Aboriginal and Torres Strait Islander people.

65 centres are actively working in the CoP, with further centres being engaged throughout the coming years. Centres that are involved in the CoP are being supported with specific training in Aboriginal cultural awareness and Torres Strait Islander cultural awareness, they also have access to Aboriginal and Torres Strait Islander early childhood experts that share their knowledge and skills on early childhood.

CareerTrackers

Goodstart joined the Careers Trackers program in 2015, this program connects businesses with Aboriginal and Torres Strait Islander university students to provide work opportunities while they study. Our commitment to providing career pathways to young Aboriginal and Torres Strait Islander people was recognised at the ninth annual CareerTrackers Gala in 2019.

Now in its fifth year, the partnership with CareerTrackers has enabled the growth of internship opportunities for Aboriginal and Torres Strait Islander university students. Goodstart has increased its annual intern intake from three to currently 14. The interns are primarily early childhood teacher students. Our aim is to increase to 20 interns in 2020.

Simone Miller, our workforce pathways, partnerships and Diversity Manager, was awarded the prestigious Intern Manager of the Year.

"I feel so fortunate to lead this incredible program which is directly supporting our commitment to reconciliation and increasing our workforce participation of Aboriginal and Torres Strait Islanders."

"Best of all, we're seeing our intern numbers grow each year and our interns are wanting to return a second and third year, which tells me they are equally valuing their experience working at Goodstart."

"To win this award, after the likes of Telstra last year, is amazing testament to the strength of our program and overall, credit to Goodstart's ongoing investment to achieving its Reconciliation Action Plan targets."

Social Impact General Manager Myra Geddes said the award was great recognition of our unwavering commitment to driving forward Goodstart's long-term commitment to inclusion and diversity.

"Simone has been working incredibly hard to lead this important work for a number of years with the support of centre directors, educators and centre support office teams, and this award is testament to her great leadership," Myra said.

"Leading this work is a very important part of our social impact to drive positive change not just within our services at Goodstart but also right across the sector."

Simone's leadership as intern manager has not gone unnoticed by her interns who nominated her for the award. Speaking at the gala dinner, intern Ashley Holzapfel shared why she valued Simone as her intern manager.

"Because of her warm personality, feedback and attention to my learning goals, I feel as if my professional skills have been able to grow and mature," Ashley said.



Families at the Nunga playgroup,
Goodstart Elizabeth Vale



Our RAP Timeline

Our RAP timeline demonstrates our sustained engagement with reconciliation including during the interim between the end of our Innovate RAP and the development of our Stretch RAP.

October 2013 Goodstart conducted a RAP Barometer Survey and Questionnaire to understand our current practices in early education, employment and tertiary study programs, and the relationships and partnerships between Goodstart and Aboriginal and Torres Strait Islander families, communities, businesses and suppliers.

July 2014 Endorsement of the Goodstart Innovate Reconciliation Action Plan 2014–2016 by Reconciliation Australia.

August 2014 Carriage of the RAP Program gifted to the RAP Coordinator. Establishment of the RAP Committee to develop and implement the Innovate RAP Actions.

March 2015 Establishment of the Centre Support Office (CSO) Celebration Groups. While early childhood education and care (ECEC) services have an opportunity to celebrate Aboriginal and Torres Strait Islander culture as part of the National Quality Standard and the Early Years Learning Framework, our centre support champions have less opportunities to engage with Aboriginal and Torres Strait Islander culture and history. As such, these CSO Champions organise local National Reconciliation Week and NAIDOC celebrations with their colleagues and local centre communities.

April 2016 A Board committee, the Early Learning Care and Reference Committee (ELCRC) focussed on Reconciliation. This meeting established the key themes with which to inform development of the Stretch RAP.

April - May 2016 Establishment of the RAP Consultation Group to begin drafting Goodstart's Stretch RAP.

April 2016 - December 2017 Continued implementation of Innovate RAP actions across all sections of the business.

December 2017 Cultural Liaison role established to ensure Aboriginal and Torres Strait Islander children, families and our Goodstart people experience culturally safe and supportive learning and working environments. This role works with external and internal stakeholders to support the implementation of Goodstart's Reconciliation Action Plans (RAPs) and the further development of cultural safety across Goodstart.

December 2017 - 2018 Focus on establishing reconciliation rhythms of celebrating Aboriginal and Torres Strait Islander cultures, histories and achievements; and, supporting our centre network to reflect on reconciliation in developing individual centre Narragunnawali: Reconciliation in Education RAPs.

November 2019 Opening of the reimagined centre support hub in Brisbane featuring the RAP artwork by Elizabeth Maloney featuring a Welcome to Country, Smoking Ceremony and Water blessing.

2019 Final rounds of consultation.

2020 Launch of the Stretch RAP.

Marlene Wharton caters for Aboriginal and Torres Strait Islander Children's day hosted by Goodstart Shailer Park.



Developing our Stretch RAP

In developing this Stretch RAP January 2020 – January 2023, our RAP Committee and RAP Consultation Group sought advice from Goodstart’s Early Learning Care and Reference Committee (ELCRC) that includes Goodstart Board members, Syndicate members and the Executive Committee.

Chaired by Wendy McCarthy AO, the ELCRC invited the Honourable Linda Burney, then Member for Barton (New South Wales), Alex Shain, Reconciliation Australia, Shannon Dodson, RECOGNISE Campaign and Natalie Walker, Chair of the Cape York Girl Academy Board to participate in a panel discussion to set the agenda for the development of our Stretch RAP.

The emerging themes from the meeting to be reflected in Goodstart’s Stretch RAP were:

- Strengthening cultural safety for children, families and our people at Goodstart Early Learning;
- Increasing participation of Aboriginal or Torres Strait Islander children in early learning;
- Increasing opportunities for Aboriginal and Torres Strait Islander cultural competency training and experiences that address the five dimensions of reconciliation;
- Incorporating Aboriginal and Torres Strait Islander cultures into the curriculum;
- Understanding how Goodstart can use its scale to drive employment outcomes;
- Strengthening the support of Aboriginal and Torres Strait Islander learning providers and traineeships for young Aboriginal or Torres Strait Islander people;
- Ensuring there is a strong pipeline of Aboriginal and Torres Strait Islander educators and encouragement of our educators to go on a personal learning journey to increase their understanding;
- Increasing the number of Aboriginal and Torres Strait Islander educators;
- Sharing good practice throughout the network; and
- Accessing and leveraging resources such as Reconciliation Australia’s Narragunnawali: Reconciliation in Education program to support reconciliation in Early Learning settings.

Our progress to date, these themes, and the collective understanding of our RAP Committee and the RAP Consultation Group have informed the development of our Stretch RAP.

Our RAP Governance Structure

Since the beginning of our organisational RAP journey, Goodstart’s RAP governance structure has evolved to leverage our lines of accountability while maintaining a highly consultative approach with our educators, their communities and the teams that support them.

In preparing to implement our first Stretch RAP, our RAP governance structure reflects the mechanism that will drive achieving our targets and beyond.



Our Reconciliation Champions

Our CEO Julia Davison has been Goodstart’s Executive RAP Champion since she signed Goodstart’s Statement of Commitment to develop our first RAP. Julia works closely with our Board and Executive Leadership Team to ensure that Goodstart promotes, supports and advocates for reconciliation. As Australia’s largest not-for-profit social enterprise in early childhood education, Julia recognises the unique opportunity Goodstart has through delivering high quality inclusive early childhood education.

Julia’s role as Goodstart’s Executive Champion includes driving Goodstart’s organisational commitment to our RAP, ensuring our Leadership Forum members are exposed to ongoing Cultural awareness opportunities and speaking publicly about our reconciliation agenda with other leaders in the early learning sector.

The RAP Committee

Goodstart's Reconciliation Action Committee was established in 2014 for the purpose of implementing Goodstart's commitments described in the Innovate RAP, creating the conditions for sustainable reconciliation at Goodstart and in our external partnerships. One of our actions from our previous Innovate RAP was to develop a new Stretch RAP based on our learning, reflection and ambition. As such, the role of the RAP Committee continues to be to:

- Monitor progress of the Goodstart RAP actions and report on progress to the Executive Leadership Team, the Board and Reconciliation Australia;
- Support and seek advice from the RAP Consultation Group;
- Ensure that implementation of RAP activity is inclusive of ongoing consultation with Aboriginal and Torres Strait Islander communities and partner organisations; and
- Ensure the sustainability of Goodstart's reconciliation activities.

The RAP Committee comprises representatives from each department within Goodstart, nominated by the relevant Executive Leadership Team members. The RAP Committee works towards implementing and embedding RAP action within Goodstart's core business activities and processes. In this capacity, the RAP Committee has implemented the actions of our Innovate RAP; and leveraged their experience as a Steering Committee for the development of our Stretch RAP January 2020 - January 2023.

The RAP Committee is accountable for:

- fostering business area collaboration;
- maintaining the focus of the group on the agreed Terms of Reference; and
- monitoring and managing the factors outside the group's control that are critical to the success in meeting Goodstart's agreed RAP actions.

Stretch RAP Committee Members

Goodstarters who have contributed to the early development our Stretch RAP include Steve Zeppa, former General Manager, CAMCO; and Adrian Waller, former Commercial & Procurement Manager.

Our current continuing members include:

- Lois Aumuller — Company Secretary
- Todd Dawson — State Manager, Western Australia, Operations
- Simone Miller — Pathways, Partnerships and Diversity Manager
- Dr Kate Liley — National Research Manager

New Members in 2020 include:

- Margot Parkinson — Educational Designer, Goodstart Institute
- Sharon Hosking — Stakeholder Communications Specialist
- Kirsten Bannon — Head of Procurement



Ashley Holzapfel and Amy Tebay complete Arrilla Cultural Competence Training at Goodstart's Centre Support Office in Brisbane.

From January 2020, the RAP Committee will be co-Chaired by our Cultural Liaison, Melody Ingra and a nominated RAP Committee member in demonstrating that only by 'walking together' on our reconciliation journey will we achieve our ambition of a socially just and equitable Australia; and, in closing the gap between the life outcomes of Aboriginal and Torres Strait Islander peoples.

The RAP Consultation Groups

The work in developing our Stretch RAP January 2020 – January 2023 began with our first internal Expression of Interest in April 2016 for all Goodstart people to be included in a RAP Consultation Group which would focus on developing the Stretch RAP.

Our 2016 RAP Consultation Group was representative of all role levels across the organisation in both centre-based roles and centre support office roles and included Aboriginal and Torres Strait Islander employees.

Our second Expression of Interest in early 2018 confirmed the continuation of our first 20 members in providing advice to the RAP Committee with a further 23 Goodstarters joining the RAP Consultation group. Our expanded RAP Consultation Group includes Aboriginal and Torres Strait Islander peoples as well as non-Indigenous Australians.

Working across both groups is the RAP Coordinator who works with the RAP Committee and the RAP Consultation Group to facilitate progress in implementing our RAP commitments. In 2017, Goodstart introduced the identified role of the Goodstart Cultural Liaison who works with external and internal stakeholders to support the implementation of Narragunnawali: Reconciliation in Education Reconciliation Action Plans (RAPs) in individual Goodstart Early Learning centres and the further development of cultural safety across Goodstart.

Centre Support Office (CSO) Celebration Groups

As a national organisation, our State and Territory Centre Support Offices also have an opportunity to celebrate the Aboriginal and Torres Strait Islander achievements, histories and cultures.

While our centre educators include and explore Aboriginal and Torres Strait Islander cultures in their day-to-day teaching and learning relationships, our CSO Celebration Groups in each state identify and create opportunities for our centre support teams to be able to reflect on and engage with Aboriginal and Torres Strait Islander cultures and histories.

Nominated by our State Managers and comprised of volunteers, our CSO Celebration Groups have been instrumental in promoting reconciliation every year through their own personal reconciliation journeys, active support of local Aboriginal and Torres Strait Islander events and performances; and, hosting events that bring our Goodstarters and local community together.

Other opportunities to reflect on reconciliation and to engage with local community members are encouraged all year-round as part of Goodstart's day-to-day business.

Early Childhood Educators and Reconciliation

In Australia, all early childhood educators observe the National Quality Framework (NQF) which describes the national approach to regulation, assessment and quality improvement for early childhood education and care. A guiding principle of the NQF is that Australia's Aboriginal and Torres Strait Islander cultures are valued.

Respect for diversity is a feature of professional early years practice under the Framework with the development of cultural competence by educators seen as essential to the development of children's becoming, being and belonging.

Educators continually seek ways to build their professional knowledge and develop learning communities. They become co-learners with children, families and community, and value the continuity and richness of local knowledge shared by community members, including Aboriginal and Torres Strait Islander Elders (Framework, p.14).

The Australian Professional Standards for Teachers, the National Quality Standard Quality Area 6: Collaborative partnerships with families and communities as well as the principles, practices and outcomes of the Early Years Learning Framework guide and encourage educators in embedding Aboriginal and Torres Strait Islander perspectives in teaching and learning every day.

Key themes in Reconciliation

We have structured our Stretch RAP so it is consistent with Reconciliation Australia's pillars of Relationships, Respect, Opportunities, and Tracking Progress and Reporting.



Uncle Noel Summers shares his expertise with the children at Goodstart Shailer Park.



Relationships

Goodstart recognises the importance of establishing respectful and trusting relationships with Aboriginal and Torres Strait Islander communities. We continue to strengthen the knowledge and understanding of our people and in turn the children and families who attend our centres about the significant contribution Aboriginal and Torres Strait Islander cultures make to our nation.

FOCUS AREA

Our strategic goals for Exceptional Quality, Inclusion for Everyone and Impact Beyond Goodstart underpin Goodstart's commitment to strong relationships and the value of establishing mutually respectful partnerships with Aboriginal and Torres Strait Islander peoples, communities and organisations.

| Action | Target | Timeline | Responsibility |
|---|--|---------------------------------------|--------------------------------|
| 1 RAP Committee actively monitors RAP development and implementation | 1.1 Oversee the development, endorsement and launch of the RAP | January 2020 | General Manager, Social Impact |
| | 1.2 Ensure Aboriginal and Torres Strait Islander peoples continue to be represented on the RAP Consultation Group | February 2020 | General Manager, Social Impact |
| | 1.3 RAP Committee (RAP C) to meet at least four times per year to monitor and report on RAP implementation | Quarterly meetings from April 2020 | General Manager, Social Impact |
| | 1.4 Appoint an internal RAP Champion/s from senior management | January 2020 | General Manager, Social Impact |
| | 1.5 Renew and update the Terms of Reference for the RAPC and RAP Consultation Group (RAP CG) | January 2020, 2021, 2022 | General Manager, Social Impact |
| | 1.6 The RAP Consultation Group considers and provides advice to RAP Committee quarterly to ensure that the knowledge and expertise of Aboriginal and Torres Strait Islander peoples informs Goodstart's reconciliation activity | Quarterly meetings from February 2020 | General Manager, Social Impact |
| | 1.7 Develop and distribute an expression of interest to join the RAP CG to appropriate community members | February 2020, 2021, 2022 | RAP Committee |

| | | | |
|--|---|-----------------------------|--------------------------|
| 2 Celebrate National Reconciliation Week (NRW) to strengthen and maintain relationships between Aboriginal and Torres Strait Islander staff and other staff | 2.1 Organise five internal NRW events each year – at least one in each CSO | May – June 2020, 2021, 2022 | State Managers |
| | 2.2 Establish the annual Goodstart Reconciliation Message to launch National Reconciliation Week across the organisation and our local communities | May – June 2020, 2021, 2022 | Chief Experience Officer |
| | 2.3 Register our NRW events, including at centre level, via Reconciliation Australia's NRW website | May – June 2020, 2021, 2022 | Cultural Liaison |
| | 2.4 Goodstart people and senior leaders participate in at least one external NRW event, registered with Reconciliation Australia, to recognise and celebrate NRW in their local communities. We will publish and promote events on a State by State basis annually | May – June 2020, 2021, 2022 | State Managers |

| Action | Target | Timeline | Responsibility |
|--------|--|-----------------------------|--------------------------------|
| | 2.5 Circulate Reconciliation Australia's NRW resources and reconciliation materials to all Goodstart people | May – June 2020, 2021, 2022 | Cultural Liaison |
| | 2.6 Ensure our RAP Committee participates in at least one external event, registered with Reconciliation Australia, to recognise and celebrate NRW in their local communities | May – June 2020, 2021, 2022 | General Manager, Social Impact |
| | 2.7 Goodstart centres celebrate NRW each year | May – June 2020, 2021, 2022 | State Managers |
| | 2.8 Each CSO to establish and maintain a Celebration Group to support NRW celebrations each year | February 2020, 2021, 2020 | State Managers |

| | | | |
|---|--|----------------------------|---|
| 3 Maintain and leverage mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes | 3.1 Meet with 10 local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement | July 2020, 2021, 2022 | Cultural Liaison |
| | 3.2 Develop, implement, embed and review an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders | September 2020, 2021, 2022 | Cultural Liaison |
| | 3.3 Commit to establishing five formal two-way partnerships to build capacity in our Goodstart services and in Aboriginal and Torres Strait Islander organisations and/or communities relevant to our sphere of influence including but not restricted to: <ul style="list-style-type: none"> • SNAICC • Baya Gawiy ECL • Career Trackers • Aboriginal Employment Strategy (AES) • Cultural Inclusions | July 2020, 2021, 2022 | Pathways and Diversity Manager and Cultural Liaison |

| Action | Target | Timeline | Responsibility |
|--|--|--------------------------|--------------------------------|
| 4 Raise internal and external awareness of our RAP to promote reconciliation across our business and sector | 4.1 Develop, implement and review a strategy to communicate our RAP to all internal and external stakeholders through our print, web and social media channels | July 2020, 2021, 2022 | Chief Experience Officer |
| | 4.2 Promote reconciliation externally as an integral part of Goodstart's sector profile through our external and internal facing media and communications | July 2020, 2021, 2022 | Chief Experience Officer |
| | 4.3 Our senior leaders promote and engage in the delivery of RAP outcomes with our Board and Syndicate members | April 2020, 2021, 2022 | CEO |
| | 4.4 Continue to encourage and promote reconciliation activities through internal mechanisms and workforce Communications such as the RAP intranet page weekly network bulletins | January 2020 | Chief Experience Officer |
| | 4.5 Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes including but not limited to: <ul style="list-style-type: none"> • Smart Start campaign • First five years website • Government and regulators • Through policy development and review | January 2020, 2021, 2022 | Cultural Liaison |
| | 4.6 Collaborate with at least five RAP and other like-minded organisations to implement ways to advance reconciliation, including: <ul style="list-style-type: none"> • Syndicate partners • Benevolent Society • Mission Australia • The Brotherhood of St Laurence • The Smith Family • ECA • Life Course Centre | January 2020, 2021, 2022 | General Manager, Social Impact |

| Action | Target | Timeline | Responsibility |
|---|--|---|---|
| 5 Promote reconciliation through our sphere of influence | 5.1 Establish Reconciliation as an annual State and Territory 'Goodies Award' category | August 2020, 2021, 2022, 2023 | Manager, Planning, Coordination and Business Improvement |
| | 5.2 Develop a Yearbook on Children's perspectives on reconciliation | August 2020, 2021, 2022 | Cultural Liaison |
| | 5.3 Continue support of sector reconciliation events such as the ECA Reconciliation Symposium | July 2020, 2021, 2022 | General Manager, Social Impact |
| | 5.4 Nominate services that are demonstrating exceptional commitment to reconciliation for the biannual Narragunnawali Awards | July 2020, 2021, 2022 | Cultural Liaison |
| | 5.6 Ensure all centres have commenced their RAP journey with Narragunnawali: Reconciliation in Education | December 2020 | Cultural Liaison |
| | 6 Promote Narragunnawali: Reconciliation in Education to staff and external stakeholders | 6.1 Increase by 20% per annum the number of Goodstart Early Learning Centres with a published Narragunnawali RAP | January 2020, 2021, 2022 |
| 6.2 Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors and invite to continuously contribute to the improvement of our anti-discrimination policy | | July 2020, 2021, 2022 | Cultural Liaison |
| 6.3 Ensure Annual review for continuous improvement of our policies and procedures concerned with anti-discrimination for our organisation. | | July 2020, 2021, 2022 | National Manager, Employee Relations |
| 7 Promote positive race relations through antidiscrimination strategies. | 7.1 Provide ongoing education opportunities for senior leaders, and managers and organisation on the effects of racism through access to dedicated resources and workforce Communications such as the RAP intranet page, and weekly network bulletins | January 2020, 2021, 2022 | National Manager, Employee Relations and Cultural Liaison |
| | 7.2 Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism | July 2020, 2021, 2022 | CEO |



Respect

Respecting, valuing and authentically acknowledging Aboriginal and Torres Strait Islander peoples' cultures, histories and achievements is fundamental to Australia's Reconciliation journey and shared pride. Goodstart is committed to offering accessible and community-connected education, care and employment to Aboriginal and Torres Strait Islander peoples.

Focus area

Our strategic goal for Impact beyond Goodstart supports the promotion of organisational awareness and understanding of Aboriginal and Torres Strait Islander cultures, customs, histories and protocols.

| Action | Target | Timeline | Responsibility |
|---|---|--------------------------|---|
| 8 Increase knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements | 8.1 Develop, implement and review the cultural awareness and cultural learning needs of employees in all areas of our business. | January 2020, 2021, 2022 | Head of Delivery, Professional Capability |
| | 8.2 Develop, implement and communicate a Cultural Learning Pathway to Reconciliation for Goodstart people which defines continuous various ways cultural learning can be provided (online, face to face workshops or cultural immersion) | December 2020 | Cultural Liaison Head of Professional Capability |
| | 8.3 All senior executives to undertake cultural learning activities as part of Board and Executive Leadership Team informal program | July 2020, 2021, 2022 | CEO |
| | 8.4 At least 30% Centre-based staff undertake Arrilla Digital online cultural competence each year | July 2020, 2021, 2022 | Head of Delivery, Professional Capability |
| | 8.5 Commit all People & Culture managers and all new Goodstart people to undertake formal and structured cultural learning through Arrilla Digital online cultural competence training. | July 2020, 2021, 2022 | General Manager Social Impact and Cultural Liaison |
| | 8.6 Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy through the RAP Consultation Group and our external critical friends. | July 2020, 2021, 2022 | General Manager Social Impact and Cultural Liaison |
| | 8.7 At least 30% CSO-based staff undertake Arrilla Digital online cultural competence each year | January 2020, 2021, 2022 | Head of Delivery, Professional Capability |
| | 8.8 At least one face-to-face cultural learning activity to be included at Practice Support Forums in each State, every year for 40 Goodstarters. Activities include but not limited to: <ul style="list-style-type: none"> • Walk on Country • Indigenous Exhibitions • Cultural Festivals • Guest speakers | January 2020, 2021, 2022 | General Manager Social Impact and Cultural Liaison |
| | 8.9 Minimum eight staff per year selected by each State Manager to undertake cultural immersion learning activities – such as a Walk on Country – on a local expression of interest basis | January 2020, 2021, 2022 | State Managers and Cultural Liaison |

| Action | Target | Timeline | Responsibility |
|---|---|--------------------------|--|
| 9 Demonstrate respect to Aboriginal and Torres Strait Islander peoples and communities by embedding cultural protocols as part of the way our organisation functions | 8.10 All RAP Committee members undertake cultural learning activities as part of individual Performance Excellence Program (PEP) commitments | July 2020, 2021, 2022 | Cultural Liaison |
| | 8.11 Review and maintain the intranet RAP page and Yammer Reconciliation pages as sources of rigorous information relating to Aboriginal and Torres Strait Islander staff and cultural matters | January 2020, 2021, 2022 | Cultural Liaison |
| | 8.12 All centre environments to reflect respect for Aboriginal and Torres Strait Islander cultures and histories through children's access to resources and high-quality teaching and learning about diversity | December 2020 | General Manager, Pedagogy and Practice |
| | 9.1 Develop, implement and communicate a cultural protocol document for local and customised practice for Welcome to Country and Acknowledgement of Country | January 2020 | Cultural Liaison |
| | 9.2 Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. | January 2020, 2021, 2022 | State Managers |
| | 9.3 Invite a local Traditional Owner to provide a Welcome to Country at one NRW event in each State | May 2020, 2021, 2022 | State Managers |
| | 9.4 All staff and Senior Leadership to provide an Acknowledgement of Country at all public events | January 2020 | All Executive Committee members, State Managers and Leadership Forum members |
| | 9.5 Maintain and review a list of key contacts for organising a Welcome to Country | January 2020, 2021, 2022 | Cultural Liaison |
| | 9.6 Continue to include Acknowledgement of Country at the commencement of important internal meetings | January 2020 | State Managers |
| 9.7 Continue to display an Acknowledgment of Country plaque in our office/on our Centre Support Offices | January 2020 | RAP Committee | |

| Action | Target | Timeline | Responsibility |
|---|--|--------------------------|--------------------------------------|
| | 9.8 All centres to display Pathways to Reconciliation (Newman 2014) Artwork and Acknowledgement in their foyers | January 2020 | State Managers |
| | 9.9 Embed Aboriginal and Torres Strait Islander cultural protocols within a protocol document relevant to State and/or Territory and specific local communities | January 2020 | RAP Committee |
| | 9.10 Goodstart to develop at least one new educational product or resource each year that supports celebration and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements | January 2020, 2021, 2022 | Head of Procurement |
| 10 Celebrate NAIDOC Week and provide opportunities for Aboriginal and Torres Strait Islander staff to engage with culture and community during NAIDOC Week | 10.1 Review HR policies and procedures to ensure there are no barriers to Goodstart people participating in NAIDOC Week | January 2020, 2021, 2022 | National Manager, Employee Relations |
| | 10.2 Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate in local NAIDOC Week events | July 2020, 2021, 2022 | RAP Committee |
| | 10.3 Encourage all local staff to support NAIDOC Week events in the local community through volunteering, at events from our annual published list | July 2020, 2021, 2022 | State Managers |
| | 10.4 Goodstart people and senior leaders participate in at least one external NAIDOC event, to recognise and celebrate NAIDOC in their local communities. We will publish and promote events on a State by State basis annually | July 2020, 2021, 2022 | State Managers |
| | 10.5 In consultation with Aboriginal and Torres Strait Islander peoples, State and Regional Managers to attend a local NAIDOC Week event in each State and Territory | July 2020, 2021, 2022 | State Managers, Regional Managers |
| | 10.6 Goodstart Early Learning supports NAIDOC Week events in each centres programming consistent with EYLF Outcome 5 | July 2020, 2021, 2022 | General Manager, Pedagogy & Practice |





Opportunities

Goodstart acknowledges the significant role we can play in supporting better outcomes in health, education, training and engagement with Aboriginal and Torres Strait Islander families, our broader community and our sector colleagues.

Goodstart is committed to employment and supplier diversity that promotes collaboration between Aboriginal and Torres Strait Islander peoples and other Australians. In strengthening the knowledge and capability of our workforce we promote change for the benefit of our children, families, employees and communities.

Focus area

Our strategic goal in delivering an amazing Goodstarter Experience means we will build a capable, aligned and engaged workforce is a strong foundation on which to promote equity in employment.

| Action | Target | Timeline | Responsibility |
|--|---|---------------------------|--|
| 11 Increase Aboriginal and Torres Strait Islander recruitment and retention | 11.1 Increase Aboriginal and Torres Strait Islander employment by 120 Positions | December 2020, 2021, 2022 | National Lead, Social Inclusion |
| | 11.2 Develop, implement, review and update our Aboriginal and Torres Strait Islander employment and retention strategy with an aim of reducing barriers and maximising opportunities for Aboriginal and Torres Strait Islander employment and professional development into the future | July 2020 2021, 2022 | Talent Acquisitions Operations, Manager Pathways and Diversity Manager |
| | 11.3 Leverage our Workforce Community of Practice experience to develop and advance recruitment and retention strategies designed to increase Aboriginal and Torres Strait Islander representation in our workforce | July 2020, 2021, 2022 | Pathways and Diversity Manager |
| | 11.4 Engage with Aboriginal and Torres Strait Islander Goodstart people to consult on our recruitment, retention and professional development strategy. | July 2020, 2021, 2022 | Talent Acquisitions Operations, RAP Consultation Group, Manager Pathways and Diversity Manager |
| | 11.5 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. | July 2020, 2021, 2022 | Talent Acquisitions Operations, RAP Consultation Group, Manager Pathways and Diversity Manager |
| | 11.6 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. | August 2020, 2021, 2022 | Talent Acquisitions Operations, RAP Consultation Group, Manager Pathways and Diversity Manager |
| | 11.7 Aboriginal and Torres Strait Islander employees to be supported to take on management and senior level positions. | December 2020, 2021, 2022 | Talent Acquisitions Operations, RAP Consultation Group, Manager Pathways and Diversity Manager |

| Action | Target | Timeline | Responsibility |
|---|---|-----------------------|---------------------|
| 12 Increase Aboriginal and Torres Strait Islander supplier diversity | 12.1 Goodstart to continue to maintain its annual membership of Supply Nation and identify and utilise Aboriginal and Torres Strait Islander suppliers that can contribute products/ services to Goodstart | July 2020, 2021, 2022 | Head of Procurement |
| | 12.2 Set procurement target for goods and services from Aboriginal and Torres Strait Islander owned businesses | July 2020, 2021, 2022 | Head of Procurement |
| | 12.3 Develop at least five commercial relationships with Aboriginal and/or Torres Strait Islander businesses | July 2020, 2021, 2022 | Head of Procurement |
| | 12.4 Maintain commercial relationships with five Aboriginal and/or Torres Strait Islander businesses, including but not limited to: <ul style="list-style-type: none"> • BW Promotions • Go Fair Trading • BAMA Facilities Maintenance • Multhana Property Services • Murawin | July 2020, 2021, 2022 | Head of Procurement |
| | 12.5 Develop an Aboriginal and Torres Strait Islander procurement strategy. | December 2022 | Head of Procurement |
| | 12.6 Train all relevant Goodstart people in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation. | July 2020, 2021, 2022 | Head of Procurement |
| | 12.7 Review and update procurement practices to procuring goods and services from Aboriginal and Torres Strait Islander businesses. | July 2020, 2021, 2022 | Head of Procurement |
| | 12.8 Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to our Goodstart people. | July 2020, 2021, 2022 | Head of Procurement |



Tracking Progress and Reporting

| Action | Target | Timeline | Responsibility |
|---|--|-----------------------------|--------------------------|
| 13 Report RAP achievements, challenges and learnings to Reconciliation Australia | 13.1 Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia | September 2020, 2021, 2022 | Cultural Liaison |
| | 13.2 Embed resource needs for RAP implementation. | March 2020, 2021, 2022 | Cultural Liaison |
| | 13.3 Embed key RAP actions in performance expectations of senior management and all Goodstart people | March 2020, 2021, 2022 | GM Social Impact |
| | 13.4 Maintain an internal RAP Champion from senior management. | March 2020, 2021, 2022 | GM Social Impact |
| | 13.5 Participate in the biennial RAP Barometer | May 2020, 2022 | Cultural Liaison |
| | 13.6 Develop and implement systems and capability needs to track, measure and report on RAP activities | November 2020, 2021, 2022 | GM Social Impact |
| 14 Report RAP achievements, challenges and learnings internally and externally | 14.1 Publicly report our RAP achievements, challenges and learning in our Annual Report | November 2020, 2021, 2022 | Chief Experience Officer |
| | 14.2 Communicate quarterly updates on RAP progress to all staff through access to workforce Communications such as the RAP intranet page, and weekly network bulletins. | Quarterly from January 2020 | Chief Experience Officer |
| | 14.3 Progress on RAP deliverables to be included in Quarterly Board Reporting and Monthly Business Performance Reports | Quarterly from January 2020 | GM Social Impact |
| 15 Review, refresh and update RAP | 15.1 Register via Reconciliation Australia's website to begin developing our next RAP. | December 2021 | GM Social Impact |

Our Vision

is for Australia's children to have the best possible start in life.

Our Purpose

is to ensure children have the learning, development and wellbeing outcomes they need for school and life.





visit [goodstart.org.au](https://www.goodstart.org.au)