It takes a village

Peak for early learning and OSHC

Innovate Reconciliation Action Plan

May 2026 – May 2028

RECONCILIATION ACTION PLAN

INNOVATE

Acknowledgement of Country

It Takes A Village (ITAV) acknowledges Aboriginal and Torres Strait Islander peoples as the First Peoples of this nation and the Traditional Custodians of the land on which we work. We recognise their continuing connection to culture, land, water and community. We pay our respects to Elders past and present. We acknowledge the strength of family connection and kinship within Aboriginal and Torres Strait Islander communities and their ongoing dedication to educating and caring for children. Sovereignty of these lands was never ceded. We support Treaty.

About the artwork

This artwork depicts the cultural learning journey ITAV (formerly Community Child Care Association) is on. It represents how culture, community and connection are vital to Aboriginal peoples.

The central circle represents ITAV implementing change through its Reconciliation Action Plan (RAP) and the positive impacts it will have on the community.

The pathways represent everyone's individual journey, but especially their education journey.

The different colours represent different people coming together to share and learn from one another. The two other large circles represent programs and the RAP actions being implemented that will influence individuals, families and communities.

The smaller circles represent diverse mobs and communities within our larger community.

The boomerangs signify returning to culture and adopting values that connect, nurture and sustain families.

Kangaroos and emus can't walk backwards, so their footprints represent walking forward, together.

About the artist

Dixon Patten is a proud Yorta Yorta and Gunnai man who was born and raised in Melbourne. Dixon is the creative director and lead artist/graphic designer of Bayila Creative. He has over ten years' experience in the arts and design space as an artist, curator and graphic designer, and draws his influence from his connection to his culture and family. He is passionate about storytelling in all its forms and loves the information, wisdom, knowledge and energy exchange that unites us and bridges the gap between people.

Contents

Acknowledgement of Country 2
- About the artwork 3
- About the artist 3

A word about Uncle Trevor Gallagher, our RAP First Nations Representative 5

Message from It Takes A Village CEO Daniela Kavoukas and Chairperson Linda Davison 6

Statement from Reconciliation Australia CEO Karen Mundine 7

Our vision for reconciliation 8

Our journey to date 10
- Promoting reconciliation across the sector 12
- Championing First Nations voices 13

Reflections from our staff 15

Our *Innovate* RAP 2.0 17

About It Takes A Village (ITAV) 18

Our RAP 19
- Relationships 19
- Respect 21
- Opportunities 24
- Governance 26

Message from ITAV member to early childhood and outside school hours care (OSHC) services interested in creating their own Narragunnawali RAP 28

What is Narragunnawali? 29

Cultural notice

This RAP includes the name of the late Aunty Rose Bamblett. Her name is used with the permission of her family.

A word about Uncle Trevor Gallagher, our RAP First Nations Representative

Uncle Trevor Gallagher (pictured above) is a proud Gunditjmara Elder, Koorie educator and founding member of the First People's Assembly of Victoria. The impact of his prolific work educating and connecting future generations with Aboriginal culture, stories and traditions has spread far and wide.

For Uncle Trevor, growing up in an education system where his people and history were disregarded was not good enough, and imagining a better education for today's children, where Aboriginal culture is respected and valued, drives his work in reconciliation.

'My vision – and that's all it is, just a dream – is that finally my people will be looked upon as ordinary people existing in their own Country... As Aboriginal land rights activist Galarrwuy Yunupingu once said, "Accept us for who we are and not what you want us to be."'

ITAV is privileged to connect with Uncle Trevor as our new RAP First Nations Representative. Since 2018, Uncle Trevor has supported ITAV staff with his knowledge, passion and truth-telling. His generosity in sharing his culture has greatly impacted both our organisation and our staff, helping us better understand our responsibilities living and working on stolen, unceded land.

Uncle Trevor shares that – promisingly – there is optimism on the horizon.

'It's been a pleasure working with you mob; the empathy you show towards a culture that is not even yours, I find hard to understand because of what I have been through in my life.'

'The teachers in all the schools I have come across in my role as a Koorie educator, I have found to be energetic towards Aboriginal culture here in Australia – and this is a true reconciliation spirit,' he explains.

'I entertained some primary school teachers on a spiritual healing walk, and the love they show towards my people is exactly the same as the love that is shown by the RAP Working Group. This only tells me one thing – that education in this country is 100% better towards a culture that was nearly exterminated from this country – and what a travesty of injustice if this had happened.'

'I have high hopes for my people with people such as the RAP Working Group on our side.'

In welcoming Uncle Trevor, we also pay our deepest respects and gratitude to the late Aunty Rose Bamblett, Yorta Yorta and Wiradjuri Elder, and the former Early Years Specialist Representative at the Victorian Aboriginal Education Association Incorporated (VAEAI), who guided and supported us on our RAP journey before her passing. We honour her memory and will carry it with us as we continue to work toward reconciliation in our sector.

Message from It Takes A Village CEO Daniela Kavoukas and Chairperson Linda Davison

We are honoured to present our second *Innovate* RAP, which we hope will enrich and deepen our ongoing reconciliation efforts.

We are incredibly proud of the progress we've made in this phase of our reconciliation journey, as well as our members' achievements in the reconciliation space.

As a peak organisation for community-owned education and care, and OSHC, we recognise both the importance of our own journey and the role we play in influencing members.

Our limited resourcing as a small not-for-profit organisation slowed our ability to achieve some deliverables in our first *Innovate* RAP. Our second is an opportunity to progress our engagement in areas such as effectively communicating our RAP and identifying and removing any barriers to First Nations employment at ITAV.

We know there is more to be done in our organisation and sector to achieve culturally safe and respectful practices so that Aboriginal and Torres Strait Islander children and families can access the services and learning opportunities they deserve.

Moving forward, we will continue to listen deeply to Aboriginal and Torres Strait Islander peoples' truth-telling about the ongoing impact of settler colonialism on culture, tradition and self-determination, and carry this learning through to our practice. In the forefront of our minds as well is the power educators possess to embed First Nations' perspectives, cultures and knowledge into their programs.

With the launch of this RAP, we look to prioritise areas for improvement using currently available resources and to collaborate with others who could help us to progress.

We sincerely thank Uncle Trevor Gallagher for guiding and supporting our reconciliation journey. We are deeply grateful for his knowledge, wisdom and passion, which he generously shares with our organisation, staff and the broader ITAV community.

Daniela Kavoukas
CEO

Linda Davison
Chairperson

Statement from Reconciliation Australia CEO Karen Mundine

Reconciliation Australia commends It Takes A Village (ITAV) on the formal endorsement of its second *Innovate* Reconciliation Action Plan (RAP).

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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. ITAV continues to be part of a strong network of more than 3,000 corporate, government and not-for-profit organisations that have taken goodwill and transformed it into action.

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

An *Innovate* RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful and impactful RAP outcomes into the future.

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

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

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

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

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

Congratulations ITAV, on your second *Innovate* RAP, and I look forward to following your ongoing reconciliation journey.

Karen Mundine
CEO

Our vision for reconciliation

ITAV's vision is world-leading early learning and OSHC for every child in Australia.

With that in mind, our vision for reconciliation is that:

1

All Aboriginal and Torres Strait Islander children and families feel welcome and experience a sense of belonging in every education and care service.

2

Respectful collaboration and consultation with First Nations organisations and peoples is prioritised by government, peak bodies, early childhood and OSHC services across the nation.

3

Every child in early childhood and OSHC learns and respects the histories and cultures of Aboriginal and Torres Strait Islander peoples as an important part of Australia's national identity.

4

Recognising the true history of Australia means understanding the ongoing impacts of settler-colonial invasion, and ensuring that these harms are not repeated in current and future practice. Truth-telling is integral to this vision.

Brunswick East Primary School OSHC

We recognise that unless we are committed to reconciliation through a practical action plan, the changes necessary to shift from positions of racism, ignorance and tokenism will not be achieved. Our second Innovate *RAP will provide practical strategies for growing and renewing deeper partnerships and engagement with First Nations communities, organisations, families and individuals. In doing so, we will work to build a more equitable and socially just nation.*

Together with Uncle Trevor, the ITAV team and their families celebrated National Reconciliation Week 2025

Our journey to date

Our second *Innovate* RAP is centred on our belief that all First Nations children and families should feel welcome and included in children's services, and that every child – no matter their background – should learn about Aboriginal and Torres Strait Islander histories and cultures.

We are proud to have such passionate and driven staff at ITAV standing behind our RAP commitments and supporting our reconciliation journey as an organisation. Led by our first *Innovate* RAP, we have hosted and attended a range of key events, supported initiatives and have been fortunate to see meaningful partnerships develop along the way. Below is a snapshot of our journey to date since our first *Innovate* RAP.

Learning together

From 2023 to the present, Aboriginal Elder Uncle Trevor Gallagher guided our RAP Working Group (RWG) to deepen their thinking about reconciliation and critically reflect on our deliverables. We have focused on broadening and strengthening our sphere of influence, with RAP deliverables engaging our 700+ members across various early years and OSHC service types.

Learning together has been a priority for the broader staff team, who continue to take part in a wide range of experiences and events.

Our annual attendance at the Early Childhood Australia (ECA) Reconciliation Symposium saw eight staff fly to Hobart in 2023 and two to Canberra in 2024. This two-day event brings the matter of reconciliation in early childhood into the spotlight and works towards a better future for all Australians. Attendees learn about a culture dating back more than 40,000 years, with facilitated table discussions in an environment of dialogue, understanding and engagement. Each year, our staff in attendance share their learnings with others across the organisation to inform and strengthen our reconciliation practices.

ITAV staff in front of the iconic Aborigines Advancement League Life Members Mural, Balit Nanggt-bul

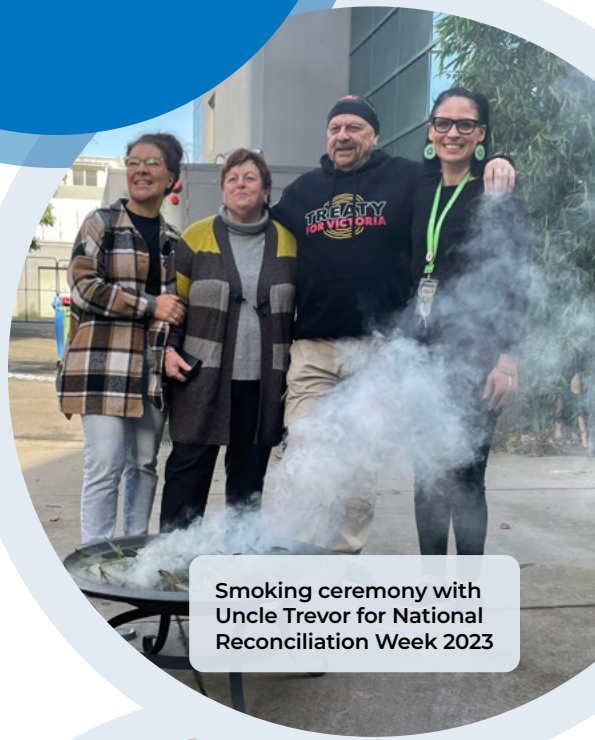
Victorian Inclusion Agency Program Manager Jane McCahon and RAP Coordinator Marli Traill at the Early Childhood Australia Reconciliation Symposium 2024

Over the past years, staff have keenly participated in our emerging tradition of viewing and discussing powerful First Nations films during NAIDOC Week. NAIDOC Week 2023 saw staff, our Board, the RWG, friends and guests from other organisations come together at Thornbury Picture House to watch and discuss *The Last Daughter*, an award-winning documentary about proud Wiradjuri woman Brenda Matthews' separation and reunion with her family. In 2024, staff and some of their children enjoyed a special outing for a screening of the powerful documentary *The Law of the Land*. This Indigenous-funded film chronicles the remarkable 45-year journey of an Elder fighting for the spiritual and political freedom of his people.

For National Reconciliation Week (NRW) 2023, we organised a traditional smoking ceremony with Uncle Trevor at our Preston office. This was the first time many staff had the privilege of attending a smoking ceremony and experiencing an important part of First Nations cultures. We encouraged Novotel colleagues, guests and surrounding businesses in Preston to take part.

During NRW 2024, we were honoured to be joined again by Uncle Trevor and his family to share a morning tea. Uncle Trevor spoke about the significant dates surrounding the week and facilitated a group reading of the National Apology. Afterwards, everyone came together to sing the iconic reconciliation anthem 'Blackfella/Whitefella' and took part in a letter-writing activity to members of parliament on issues of First Nations justice.

Staff, Board members and the RWG are included in a dedicated online Microsoft Teams chat where group members regularly share and promote First Nations stories and issues of interest. ITAV's paid subscriptions to the *Koori Mail* newspaper and the Reconciliation Victoria newsletter, and mailing list subscriptions to the National Indigenous Times and Common Ground, keep staff informed of events and news.



Smoking ceremony with Uncle Trevor for National Reconciliation Week 2023

Coming together for a screening of *The Last Daughter* to mark NAIDOC Week 2023

The ITAV booth at the SNAICC Conference 2025

Promoting reconciliation across the sector

As a peak body for education and care services, a key focus of our work is to promote and help strengthen reconciliation practices across the sector.

Inclusion Professionals (IPs) check if education and care services have a Narragunnawali RAP and help those who are interested find resources to get started.

In Mildura, IPs have supported 50% of their services to develop an Acknowledgement of Country that resonates with children, families and educators through collaboration with Aboriginal and Torres Strait Islander children and families at each service.

IPs also share information with services about local Aboriginal and Torres Strait Islander days of celebration or acknowledgment, festivals, galleries, gatherings and NRW and NAIDOC Week celebrations in their local area.

Growing our relationships

Encouraging staff to grow respectful relationships with First Nations organisations remains top of mind. We have continued to strengthen and sustain our relationships with First Nations organisations such as the Secretariat of National Aboriginal and Islander Child Care (SNAICC), the Victorian Aboriginal Child Community Agency (VACCA) and the Victorian Aboriginal Education Association Incorporated (VAEAI).

Since the launch of our last RAP, we have taken opportunities to support the work of First Nations organisations in strengthening reconciliation in early childhood and OSHC. We have increased our touchpoints and engagement with First Nations organisations through proudly becoming an associate member of SNAICC, joining a paid membership to Reconciliation Victoria and holding staff fundraisers to support VACCA's Child in Care fundraising program and the Indigenous Literacy Foundation's Book Supply program. IPs from our Bendigo office also collected items for a hamper full of gifts, food and Christmas items that went to a local Aboriginal woman in Bendigo for the Djirra Christmas community outreach fundraiser.

We continue to grow our relationships with many First Nations organisations by sharing and promoting their resources on social media, in our email newsletters and during service visits by consultants and IPs.

ITAV staff have enjoyed a long partnership with VAEAI, with their consultancy guiding our reconciliation journey. Over five years, IPs attended regular Yarning Circles with VAEAI. VAEAI shared various resources with IPs to support the sector's capacity around and knowledge of First Nations cultural protocols. At our last Yarning Circle together in May 2023 at the Aborigines Advancement League, ITAV and VAEAI staff celebrated our long-standing and growing relationship, which has laid the foundations for further collaboration with VAEAI. During this session, ITAV and VAEAI staff created an artwork to reflect the time spent sharing, listening and learning. ITAV was gifted the framed artwork by VAEAI, along with an Acknowledgement of Country plaque by Aboriginal artist Emma Bamblett; both are proudly displayed in our office and celebrate the connection between our organisations. We look forward to continuing our relationship moving forward.

Championing First Nations voices

We have been honoured to host many phenomenal First Nations speakers at our OSHC Conferences over the last two years, with very positive feedback from educators in attendance. In 2023, we heard from Meena Singh, Commissioner for Aboriginal Children and Young People, Nartarsha Bamblett from Queen Acknowledgements, Miranda Edwards from SNAICC, and Merle Hall, Innovative Solutions Cultural Facilitator for the Victorian Inclusion Agency.

In 2024, we welcomed a record 250+ conference attendees to hear from Eddie Betts, AFL legend, children's author and founder and director of the Eddie Betts Foundation, and from Associate Professor Corey Tutt OAM, author, STEM professional and founder of DeadlyScience. Ninety-eight per cent of 2024 OSHC Conference attendees who responded to our survey said they were likely to share their learning with colleagues after the event, and many commented on the inspiring impact our speakers would have on their own practice.

During the Voice Referendum, with our Board committed to supporting the Uluru Statement from the Heart, we focused our allyship on listening to and amplifying First Nations voices. This included running a session on how to talk to children about a First Nations Voice to Parliament and Treaty, led by Dr Esme Bamblett, and sharing resources to help education and care services understand the Voice to Parliament and how they could support First Nations' wellbeing during this time. We know that the 6.2 million Australians who voted 'yes' are committed to better outcomes for First Nations peoples and stand with us. After the loss of the referendum, we have affirmed our commitment to supporting First Nations peoples in the pursuit of self-determination, Treaty and Truth.

Consultant Catharine Hydon and RAP Coordinator Marli Traill during the Voice Referendum campaign

We were honoured to have journalist and editor, Uncle Charles Pakana, take the stage at our 2024 October member webinar 'Now more than ever: It's time for educators to rise as allies with First Nations Peoples'. Uncle Charles spoke passionately about active collaboration and engagement with First Nations organisations and groups, and how educators can tackle the unfinished business of reconciliation in their service. The webinar left attendees feeling more confident in their understanding of Treaty, what has been done, what still needs to be done and how they could apply this knowledge to their practice.

Reflection from a webinar attendee:

'This webinar was so moving and inspirational, so many useful resources were provided... I am looking forward to sharing [them] with my team to support us in educating our young people.'

Please note: our first Innovate *RAP was developed and published under our former organisation name, Community Child Care Association.*

Exploring the Darebin Parklands Spiritual Healing Trail as part of The OSHC Conference 2025

Reflections from our staff

ITAV staff gathered with Uncle Trevor to celebrate the Torres Strait Islander tradition of Floral Friday 2025

'Having a RAP at ITAV is one of the key things that drew me to apply for my role. I was thrilled, once I started, to discover that the RAP was truly a meaningful, living document in the organisation and that staff regularly engaged with ITAV's (and their own) reconciliation journey day-to-day. Having a dedicated Teams channel to share First Nations knowledge, stories, news and art has been a wonderful way to learn and grow together.'

'Having a RAP shows that we, as an organisation, value, respect and acknowledge the importance of reconciliation. On a personal level, my reconciliation journey in my workplace has been ever so beneficial. It has allowed me to grow, learn, understand and be in a position where I can share my knowledge with others who are not as fortunate as me to be exposed and enlightened with the continuous information-sharing we are gifted with.'

'It's been a personal journey and a professional one, to become more aware of my understandings, gaps and opportunities to become a better human in knowing about our reconciliation journey.'

ITAV CEO Daniela Kavoukas and her daughter participating in National Reconciliation Week 2025

‘Our RAP provides me with a framework and outlines actions for achieving our organisation’s vision for reconciliation. It inspires and encourages me to reflect on my engagement within our communities and look for opportunities to strengthen my connections and partnerships with First Nations peoples. Having this RAP and being on the RAP Working Group has built my confidence and strengthened my understanding of how to be an ally in a real, authentic sense; looking locally within my own communities to build knowledge and connections with Aboriginal and Torres Strait Islander organisations, educators, families, children, artists and various other services.’

‘The ITAV RAP and Marli’s gentle but persistent invitations to engage are both a reminder that I have an individual responsibility to listen, reflect and act, but also that I can stand alongside my ITAV colleagues and learn together. Our RAP doesn’t sit on a shelf, it bubbles and pings and sometimes thunders and shouts with learnings, information, shameful and sad news, and wonderful happenings and resources that we are so privileged to interact with from the world’s oldest continuous culture.’

Our *Innovate* RAP 2.0

We are committed to continuing our reconciliation journey through our second *Innovate* RAP. This document reflects the five dimensions of reconciliation: race relations, equality and equity, unity, institutional integrity and historical acceptance.

Our internal RAP champions include Daniela Kavoukas – CEO, Marli Traill – RAP Coordinator, and our RAP Working Group, which is made up of:

First Nations representative

- Uncle Trevor Gallagher – Aboriginal cultural educator and founding member of the First People's Assembly of Victoria

ITAV staff representatives

- Joanne Thorne – Database and Digital Administrator
- Narelle Lawton – Acting Service Delivery Manager and Membership Manager
- Toby-Lea Gooding – Inclusion Professional, Region 2, Victorian Inclusion Agency

ITAV member representatives

- Grace Little – Leadership team member, Kath Foley Children's Centre and Kindergarten
- Lisa Heard – Coordinator, Spensley Street Primary School OSHC and OSHC Vic Sub-Committee member
- Robyn Szalanda – Director, Kath Foley Children's Centre and Kindergarten
- Sigi Hyett – CEO, Northern Schools Early Years Cluster

Thank you to our past Working Group members for their passion, enthusiasm and commitment to reconciliation:

- Julie DeJong – Coordinator and Educational Leader, Vermont Primary School OSHC
- Julie Tran – Kindergarten Teacher, Flemington Cooperative
- Juliet Chen – Kindergarten Teacher, Flemington Cooperative
- Rosanna Martin – Early Years Teacher, Denzil Don Kindergarten
- Samantha Williams – Inclusion Professional, Region 6, Victorian Inclusion Agency
- Stella Hebel – Finance/Admin Officer, Community Child Care Association

The ITAV team attended a screening of *The Law of the Land* for NAIDOC Week 2024

Thank you also to the following staff – past and present – who contributed to the design and publication of this document:

- Jacinta Butterworth – Editor
- Skye Davey
- Danae de Kretser
- Zoe Kaskamanidis
- Daniela Kavoukas
- Marli Traill.

About It Takes A Village (ITAV)

Established in 1971, It Takes A Village (formerly Community Child Care Association) is the national voice of community-based education and care services.

We helped set up the very first community-owned services in Australia. Today, we continue to support and champion both community-based early childhood and OSHC services and the wider sector.

Building a strong sector is at the heart of what we do. We support and champion services, work with governments, and advocate for an Australia where every child who needs it has access to free, quality education and care.

Nearly 800 member services rely on us for professional advice and practical support. Here to help services transform vision into practice, we provide membership, expert professional development, coaching and consultancy across the sector.

We support long day care, OSHC, three-year-old and four-year-old kindergarten, pre-prep, family day care and occasional care educators, teachers, leaders, coordinators and directors.

Our RAP

Relationships

Building strong relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians is important to our vision of a more inclusive education and care sector. Working with First Nations businesses and organisations, consulting with Elders, celebrating key events with First Nations communities and championing First Nations voices all contribute to our evolving understanding of reconciliation. Through modelling these relationships and sharing our collaborative experiences with services and stakeholders, our organisation continues to grow its capacity to strengthen reconciliation within our sphere of influence.

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.	July and December 2026 and 2027	RAP Coordinator
	• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	August 2026	CEO
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to staff.	May 2026 and May 2027	RAP Coordinator
	• RWG members participate in an external NRW event.	27 May–3 June 2026 and 2027	RAP Coordinator
	• Continue to provide encouragement and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May–3 June 2026 and 2027	CEO
	• Organise at least one NRW event each year and invite additional external guests to join us.	27 May–3 June 2026 and 2027	Lead: RAP Coordinator Support: Membership & Events Officer
	• Register all our NRW events on Reconciliation Australia's NRW website.	May 2026 and May 2027	RAP Coordinator

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	• Develop and implement a staff engagement strategy to raise awareness of reconciliation more broadly across the workforce.	January 2027	Lead: RAP Coordinator Support: CEO and Research & Evaluation Coordinators
	• Monitor and communicate our commitment to reconciliation publicly through our website, social media and member communication.	September 2026 and December 2027	Communications & Marketing Managers
	• Connect with Aboriginal and Torres Strait Islander peoples in the education and care sector and amplify their voices through our work.	December 2026	Lead: VIA leaders Support: Services Manager
	• Share content, where appropriate, from Aboriginal Community Controlled Organisations and Aboriginal and Torres Strait Islander projects.	December 2026	Lead: Services Manager Support: Communications & Marketing Managers and ISP Manager
	• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	July 2026	Lead: Communications & Marketing Managers and Services Manager Support: Membership & Events Officer
	• Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	July 2026	RAP Coordinator
4. Promote positive race relations through anti-discrimination strategies.	• Continue to review HR policies and procedures to identify existing anti-discrimination provisions and future needs.	August 2026	Policy Consultant
	• Engage with Aboriginal and Torres Strait Islander staff to consult on our anti-discrimination policy.	September 2026	Policy Consultant
	• Implement and communicate an anti-discrimination policy for our organisation.	November 2026	Lead: CEO Support: Policy Consultant and RAP Coordinator
	• Continue to educate senior leaders, Board and staff on the effects of racism, including integrating First Nations-produced resources and training opportunities.	February 2027	Lead: CEO Support: RAP Coordinator

Respect

As a peak body dedicated to supporting the learning and development of children now and in the future, we recognise and respect the unique connections First Nations peoples have to Country. This includes First Nations people's relationships with the land, waters and skies, as well as kinship, family-centred practices and land management that contribute to better sustainability outcomes for future generations.

We acknowledge that a thriving organisation is one with a strong respect for and pride in cultural diversity. We are committed to amplifying Aboriginal and Torres Strait Islander voices, stories and experiences within our organisation, and the sector more broadly, to promote a deep understanding and respect for First Nations people's wisdom and sovereignty. This advocacy supports truth-telling and the awareness of lived trauma, and helps stakeholders appreciate and celebrate the oldest continuous culture on earth.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, appreciation 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.	November 2026	Lead: CEO Support: Research & Evaluation Coordinators
	• Consult and remunerate local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	October 2026	CEO
	• Create a cultural learning strategy for staff within our organisation.	September 2026	Lead: CEO Support: RAP Coordinator
	• Embed the cultural learning strategy in our induction processes and professional development.	October 2026	Lead: CEO Support: Policy Consultant and RAP Coordinator
	• Provide opportunities for RWG members, leadership, staff and Board to participate in formal and structured cultural learning.	October 2026	RAP Coordinator
	• Ensure new staff and Board members receive a RAP induction.	August 2026	RAP Coordinator
	• Regularly review the RAP induction and make changes to include any updates to our progress.	September 2026 and 2027	RAP Coordinator
	• Share professional development or culturally responsive sessions, symposiums and other cultural education or awareness opportunities with the RWG and external organisations.	June 2026 and 2027	RAP Coordinator

Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect for Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2026	RAP Coordinator
	• Update and recirculate our house style guide, linking to the *Australian Government Style Manual* for current usage around Aboriginal and Torres Strait Islander terms.	June 2026	Communications & Marketing Managers
	• Communicate VAEAI's cultural protocol document (*Walking Together*), including protocols for Welcome to Country and Acknowledgement of Country with external organisations.	July 2026	RAP Coordinator
	• Invite and remunerate a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at the many significant events held throughout each year.	May 2026 and 2027	Lead: Membership & Events Officer Support: RAP Coordinator
	• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June 2026 and 2027	RAP Coordinator
	• Ensure our office spaces demonstrate our commitment to reconciliation and cultural safety, including the display of Aboriginal and Torres Strait Islander artworks and gifts alongside the stories that are attributed to each piece.	June 2026	RAP Coordinator
	• Prepare and display posters of our key RAP deliverables around the office as a reminder of our goals.	September 2026	Lead: RAP Coordinator Support: Communications & Marketing Managers
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• Organise an internal event to celebrate NAIDOC Week.	July 2026 and 2027	RAP Coordinator
	• Review HR policies and procedures to identify potential barriers to staff participating in NAIDOC Week.	June 2026 and 2027	Lead: Policy Consultant Support: CEO
	• RWG to participate in an external NAIDOC Week event.	July 2026 and 2027	RAP Coordinator
	• Promote and encourage staff and Board members' participation in NAIDOC Week events.	July 2026 and 2027	RAP Coordinator

Action	Deliverable	Timeline	Responsibility
8. Lead by example to encourage other stakeholders to grow and respect Aboriginal and Torres Strait Islander peoples and cultures through truth-telling, listening and learning.	• Continue to promote and share First Nations knowledge, practices and resources through our publications and social media, seeking permission as appropriate.	July 2026	Lead: Communications & Marketing Managers Support: Services Manager and ISP Manager
	• Spotlight the respectful reconciliation work of the education and care services we work with through our publications and social media.	July 2026	
	• Share our attendance and learnings from key First Nations symposiums, conferences and events through our publications and social media.	October 2026	
	• Promote and showcase the work of Aboriginal and Torres Strait Islander peoples and organisations, such as the First Peoples' Assembly of Victoria and the Yoorrook Justice Commission, particularly around The Uluru Statement from the Heart and Treaty.	September 2026	RAP Coordinator
	• Make our commitment to reconciliation and First Nations inclusion prominent on our websites.	June 2026	Communications & Marketing Managers

Opportunities

Reflecting our organisation's vision for reconciliation, we deeply value the importance of equal access to opportunities for Aboriginal and Torres Strait Islander peoples. With the promotion of inclusivity central to our core business activities, we recognise our responsibilities in this space, both in our external work with services and our internal staffing structure and relationships. By strengthening our relationships and listening to truth-telling in this space, we are working to remove barriers and improve the cultural safety of our organisation together. We acknowledge that supporting economic life, developing skills and participating in decision-making are central for First Nations self-determination.

Action	Deliverable	Timeline	Responsibility
9. 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.	October 2027	CEO
	· Invite Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	October 2027	CEO
	· Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	November 2027	CEO
	· Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	August 2026	Policy Consultant
	· Continue to actively engage in recruitment of First Nations peoples for leadership and management roles within our organisation.	October 2026	CEO
	· Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	August 2026	Policy Consultant
10. 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.	February 2027	Lead: CEO Support: Policy Consultant
	· Include a section on our ITAV website promoting Aboriginal and Torres Strait Islander suppliers we use.	August 2026	Communications & Marking Managers

Action	Deliverable	Timeline	Responsibility
	• Revisit and investigate a Supply Nation membership.	February 2027	RAP Coordinator
	• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	August 2026	CEO
	• Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	July 2026 and 2027	Lead: Policy Consultant Support: CEO
	• Further develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	May 2026 and 2027	CEO
11. Commit to additional learning and engagement opportunities.	• Engage with Reconciliation Australia's 'Narragunnawali: Reconciliation in education' program to build our knowledge and capacity in supporting services.	July 2026	Services Manager and VIA leaders
	• Encourage services to engage with Reconciliation Australia's 'Narragunnawali: Reconciliation in education' program to learn and share histories of Aboriginal and Torres Strait Islander peoples and to progress in their reconciliation journey.	July 2026	Lead: RAP Coordinator Support: Communications & Marketing Managers
	• Explore opportunities to support SNAICC's advocacy and policies about education and care for Aboriginal and Torres Strait Islander families.	October 2026	CEO
	• Promote our OSHC Conference and Leadership Masterclass to Aboriginal and Torres Strait Islander learning communities.	May 2026 and 2027	Membership & Events Officer
	• Recognise and champion the work of Aboriginal and Torres Strait Islander educators and leaders in our publications and social media posts.	November 2026	Lead: Communications & Marketing Managers Support: Services Manager

Governance

Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RWG to drive governance of the RAP.	• Maintain Aboriginal and Torres Strait Islander representation on the RWG.	May, August and December 2026 and 2027, and January 2028	RAP Coordinator
	• Invite and remunerate a First Nations Representative to help us improve our RAP by challenging our ideas and guiding our understanding of cultural learning.	May 2026 and 2027	Lead: RAP Coordinator Support: CEO
	• Review and apply the Terms of Reference for the RWG.	July 2026	RAP Coordinator
	• Meet at least four times per year to drive and monitor RAP implementation.	May, August and December 2026, February, May, August and December 2027 and 2028	RAP Coordinator
	• Continue to actively engage in recruitment of First Nations peoples for leadership and management roles within our organisation.	October 2026	CEO

Action	Deliverable	Timeline	Responsibility
13. Provide appropriate support for effective implementation of RAP commitments.	· Define resource needs for RAP implementation.	June 2026 and 2027	Lead: CEO Support: RAP Coordinator
	· Engage our senior leaders and other staff in the delivery of RAP commitments.	May 2026 and 2028	CEO
	· Define and maintain appropriate systems to track, measure and report on RAP commitments.	June 2026	Research & Evaluation Coordinators
	· Review and maintain annually the paid appointment and hours for our internal RAP Champion to lead and CEO to oversee our RAP journey.	May 2026 and 2027	CEO
14. 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 2026 and 2027	RAP Coordinator
	· Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey.	August 2026 and 2027	RAP Coordinator
	· Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2026 and 2027	RAP Coordinator
	· Report RAP progress to all staff and senior leaders quarterly.	Each month during 2026 and 2027	CEO
	· Publicly report our RAP achievements, challenges and learnings annually.	October 2026 and 2027	Communications & Marketing Managers
	· Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	February 2027 and 2028	RAP Coordinator
	· Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	March 2028	RAP Coordinator
15. Continue our reconciliation journey by developing our next RAP.	· Register via Reconciliation Australia's website to begin developing our next RAP.	February 2028	RAP Coordinator

Message from ITAV member to early childhood and outside school hours care services interested in creating their own Narragunnawali RAP

When I joined the RWG, it was a very enlightening experience because I knew what a RAP was, but I was oblivious to what it really meant. Being part of the RWG gave me the courage to think about where we are, whose land we are on. I listened to everything and looked at all the information that was given to us. It was great because there was so much information out there that I didn't know about.

Websites like Narragunnawali's have a lot of information I use with my staff to keep us informed. If we are informed, then we can inform the children and the families. I also found Reconciliation Australia's website really good, as well as talking to Marli, who is so passionate. But also talking to the whole community, meeting up with Uncles and Aunties and doing professional development. It all just comes together.

If you're nervous or unsure about starting a RAP, my advice would be to just start it! It's easier than I thought, because if you already have practices in place that you are embedding at your service – like we have books, storytimes, things like that – you look at it all and you go, 'Well yeah, I do that!'

I have other [OSHC] services that I meet with every couple of months, and we'll talk about [reconciliation] and help each other. We learn, they learn and then they teach their children and their staff, and the circle just gets bigger and bigger. I've helped a couple of other schools, just to head them in the right direction. Because, as I said, there's so much more information than I thought out there. Have a go at it, it's easier than you think.

If it impacts one family or one child, then you've made the right decision.

Julie DeJong
Coordinator and Educational Leader, Vermont Primary School OSHC, ITAV member and past RWG member

Vermont Primary School OSHC

What is Narragunnawali?

Narragunnawali is a program of Reconciliation Australia that has tools and resources for schools and early learning services to take action towards reconciliation between non-Indigenous Australians and Aboriginal and Torres Strait Islander peoples.

Narragunnawali (pronounced narra-gunna-wally) is a word from the language of the Ngunnawal people, meaning alive, wellbeing, coming together and peace, and is used with permission of the United Ngunnawal Elders Council.

The Narragunnawali online platform is free to access and provides practical ways to introduce meaningful reconciliation initiatives in the classroom, around the school and early learning service and with the community. Through the Narragunnawali platform, schools and early learning services can develop a Reconciliation Action Plan (RAP), and teachers and educators can access professional learning and curriculum resources to support the implementation of reconciliation initiatives.

For more information, visit the FAQs.

Contact

Marli Traill
RAP Coordinator
(03) 9486 3455
mtraill@itav.org.au

It takes a village

Peak for early learning and OSHC

Formerly Community Child Care Association • Since 1971