

WINANGGAAY: LOOK, LISTEN AND LEARN

A STRETCH RECONCILIATION ACTION PLAN

FOR EARLY CHILDHOOD AUSTRALIA FEBRUARY 2023–FEBRUARY 2026



Early Childhood Australia
A voice for young children



Adam Duncan is a Biripi man whose ancestors were Traditional Custodians of the Manning River region of north-eastern New South Wales. He developed this artwork in collaboration with the children at Wiradjuri Preschool and Child Care Centre on the lands of the Ngunawal people.

Winanggaay (pronounced win-an-gay) means 'look, listen and learn' in Ngunawal language. ECA is grateful to Tyronne Bell for advice on the use of Ngunawal language through Thunderstone Aboriginal Cultural Services: www.thunderstone.net.au

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Our vision for reconciliation

Early Childhood Australia (ECA) acknowledges the unique place of Aboriginal and Torres Strait Islander peoples in Australian society. ECA recognises the enduring strength of Aboriginal and Torres Strait Islander peoples in the face of past and current injustices.

Our vision for reconciliation is that every young child has the opportunity to thrive and learn in a nation that values, respects and celebrates Aboriginal and Torres Strait Islander ways of knowing and being.

The journey towards this vision begins with our acknowledgement of Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of this land. We also celebrate the fact that Aboriginal and Torres Strait Islander cultures can claim to be one of the oldest continuous cultures on the planet, with archaeological evidence dating back over 60,000 years. ECA recognises that this shapes our shared cultural heritage as Australians.

We regret the loss of family, cultural identity, lands and waters, languages and communities by many Aboriginal and Torres Strait Islander peoples because of colonisation. This shared history affects us all and has deep consequences that continue to impact current and future generations.

ECA understands that reconciliation is about moving beyond regret to responsibility, respect and action. We have a role in ensuring that young children learn about Aboriginal and Torres Strait Islander cultures and heritages, and that early childhood services build respectful engagement with local communities—their stories, histories, artefacts, language, art and music. It is also important to celebrate the achievements of individuals and communities, promoting positive contemporary examples of Aboriginal and Torres Strait Islander identities.

This leads us to challenge ourselves to focus on building positive futures for every

child in Australia, to eliminate racism and reduce inequality, and to promote cultural responsiveness and social empowerment. This work is grounded in ethical practice, the rights of children, and our commitment to becoming respectful citizens. This is articulated in ECA's *Code of Ethics*, the *United Nations Convention on the Rights of the Child*, and the *United Nations Declaration on the Rights of Indigenous Peoples*.

In this Reconciliation Action Plan (2023–2026), we build on our previous work towards reconciliation and commit to amplifying the voices of Aboriginal and Torres Strait Islander peoples and communities. We will collaborate, support and resource First Nations advocacy. We will also work to increase opportunities for representation and leadership across our network and across the early childhood sector.

Message from the ECA National President



As ECA prepares to take the next steps in its reconciliation journey, I feel it fitting and right to take time to reflect on where ECA has come from and what we have achieved together so far. Successful initiatives from previous ECA Reconciliation Action Plans (RAPs):

- ECA has continued to collaborate on the Reconciliation Symposiums, promoting reconciliation at the highest level by shining a spotlight on best practice within the sector.
- In partnership with Reconciliation Australia, ECA has played an integral role in promoting Reconciliation Action Plans to our members and the sector.
- ECA has enacted constitutional reform to grow inclusion and its capability to promote reconciliation at a governance level.

Together with our Reconciliation Advisory Group, we have built an inclusive and safe culture at ECA which seeks to understand and collaborate with Aboriginal and Torres Strait Islander peoples. We now have the opportunity to continue our focus on embedding and enabling through this RAP. Importantly, this RAP will include a greater commitment to and focus on Aboriginal and Torres Strait Islander peoples 'thriving' through a focus on:

- growing the professional practice of our members through our events, publications, professional learning and projects
- creating a safe employment environment for Aboriginal and Torres Strait Islander peoples to thrive in, and share knowledge and practice with our staff, membership and sector.

Through this ECA RAP I look forward to seeing:

- increasing work with ECA State/Territory Committees
- setting of ECA employment targets
- increased accountability for reconciliation across ECA.

As we step forward into this new Reconciliation Action Plan, we can be certain that ECA has the capability to engage and promote reconciliation like never before. I look forward to witnessing the success we will achieve together. I commend ECA on the development of its Reconciliation Action Plan 2023–2026.

Chris Legg
ECA National President

A handwritten signature in black ink that reads "Chris Legg". The signature is written in a cursive, flowing style.



Statement from the CEO of Reconciliation Australia

On behalf of Reconciliation Australia, I congratulate Early Childhood Australia (ECA) on its formal commitment to reconciliation as it implements its second Stretch Reconciliation Action Plan (RAP).

Formed around the pillars of relationships, respect and opportunities, the RAP framework assists organisations to contribute to the reconciliation movement. Through the creation of this Stretch RAP, ECA continues to contribute to the ever-growing community of RAP organisations that have taken this consideration and goodwill, and transformed it into action.

ECA strives to make sure that every young child is thriving and learning, and it has recognised the fundamental connection between this mission and progress on reconciliation. This is clear in the hallmark of its previous RAPs: close and considered two-way partnerships with other organisations, actively collaborating to maximise reach and outcomes. ECA's work with the 'Narragunnawali: Reconciliation in Education' program, the Secretariat of National Aboriginal

and Islander Child Care and the 'Family Matters' campaign show the importance it places on supporting Aboriginal and Torres Strait Islander issues and perspectives in its field. ECA's Reconciliation Symposium is also a highlight of its reconciliation journey to date, where I was personally blown away by the dedication shown by early learning educators who showed up to learn and share—all facilitated and driven by ECA and its vision for reconciliation.

This Stretch RAP continues this record of ECA's commitment to relationships and prioritising Aboriginal and Torres Strait Islander perspectives in its work. It has a range of new initiatives, leveraging ECA's position and influence to raise the profile of and support reconciliation efforts in the sector. This includes working with vocational and tertiary sectors to improve Aboriginal and Torres Strait Islander cultural content in qualifications for early childhood educators and teachers, as well as continuing to host the Reconciliation Symposium. Meanwhile, it is actively working on the internal capabilities of its own organisation, looking at its policies on racism

and discrimination, and reviewing its cultural learning framework. Amongst many others, these commitments show ECA embedding and expanding its contribution to reconciliation, to create further impact.

On behalf of Reconciliation Australia, I commend ECA on this Stretch RAP and look forward to following its ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer
Reconciliation Australia

About Early Childhood Australia

Early Childhood Australia (ECA) is a national non-profit advocacy organisation committed to the vision: every young child is thriving and learning. To achieve this vision, we champion the rights of all children from birth to the age of eight to thrive, learn and play at home, in the community, within early learning settings, and through the early years of school. Our work builds the capacity of our society, including families and early childhood professionals, so that every child—regardless of location, household income or individual needs—is nurtured to achieve their potential.

ECA has over 3,500 members across Australia and active State/Territory Committees in each jurisdiction. As a trusted voice in the early childhood sector, we also have a strong subscriber and follower base, with over 120,000 people receiving regular communications from us. This Reconciliation Action Plan, for the first time, includes commitments to support ECA State/Territory Committees to develop their own actions for reconciliation, which will drive more engagement with our stakeholders and stronger

promotion of reconciliation with our members. Our National Reconciliation Advisory Group will oversee implementation of this Reconciliation Action Plan, providing regular progress updates to the National Board of Directors.

Our work is guided by the ECA Code of Ethics and is based on the shared values of equity, integrity, leadership and respect. For more information on ECA, including our Strategic Priorities, please visit www.earlychildhood.org.au.

Our people

ECA employs approximately 122 people and engages at least another 30 people each year as content experts, authors and project consultants. Our organisation structure currently has six general managers leading staff teams working across professional learning, conferences, publications, member support, communications, inclusion support, and large projects such as Be You Early Learning and the NDIS 'Partners in the Community' program. As of December 2022, ECA has three employees (2.4% of all employees) and six people engaged as contractors (20% of all

contractors) who identify as Aboriginal and/or Torres Strait Islander people.

As well as being an employer, ECA has more than 100 volunteers serving in governance and advisory roles including on State/Territory Committees, Regional Networks and Advisory Groups. Our National Board includes both Ordinary Directors appointed by members and Independent Directors appointed by the nominations committee, including a dedicated position for an Aboriginal and/or Torres Strait Islander Director. We are now actively increasing the representation of people with Aboriginal and/or Torres Strait Islander cultural knowledge across our governance structures. Our Reconciliation Advisory Group includes six Aboriginal and/or Torres Strait Islander members who have deep expertise in education and early childhood service delivery and six non-Indigenous members from leadership roles across the sector who bring a commitment to reconciliation. The group also includes three members of the staff team who support the CEO, who is the Reconciliation Action Plan Champion internally.





Our reconciliation journey

ECA was one of the first organisations in the early childhood sector to engage in the Reconciliation Action Plan (RAP) process. Our first Reconciliation Action Plan, 'Respect, Connect, Enact' (2012–2016) was followed by a Stretch Reconciliation Action Plan 'Embed, Enable and Strive' (2018–2020), representing a higher level of commitment. That plan was extended to 2021 as a result of the COVID-19 pandemic. Across the two plans, some of the key achievements and challenges are summarised below.

Key achievements

- ECA has supported both the 'Recognise' campaign for constitutional recognition of Australia's First Peoples and the Uluru Statement from the Heart as the means to achieve this, providing an advocacy platform through our events and communication channels and urging our networks to get involved.
- We have worked closely with Reconciliation

Australia to promote the 'Narragunnawali: Reconciliation in Education' program and resources for schools and early childhood education and care (ECEC) services to our members and to the children's services sector more broadly, helping to grow the number participating in reconciliation and strengthen the quality of early childhood education RAPs.

- We have worked closely with SNAICC—National Voice for our Children to support adequate and appropriate funding for Aboriginal child and family services through the 'Closing the Gap' early childhood strategy. We are also supporting the 'Family Matters: Kids safe in culture, not in care' campaign.
- Over 2,500 delegates have participated in eight ECA Reconciliation Symposium (in-person) events and two ECA Reconciliation Connect (virtual) events since 2015. These events, held in collaboration with Reconciliation Australia and SNAICC,

advance reconciliation in the early childhood sector by bringing educators together to learn, engage and act.

- We have actively promoted Reconciliation Australia's Narragunnawali Awards and the National RAP Conference: Brave Together to the early childhood sector and provided support, such as facilitating the panel session with Narragunnawali award winners.
- In 2021, after significant governance reform, ECA created a National Board position for an Aboriginal and/or Torres Strait Islander Director and we have increased representation on our State/Territory Committees and Advisory Groups.
- We have invested significantly in our staff training to create a culturally aware organisation, with all new ECA employees required to participate in cultural awareness training, as well as a current program of cultural inclusion training for all 122 employees in 2022–2023.

- Our new Enterprise Agreement (2022–2026) includes several flexibilities to demonstrate support for Aboriginal and/or Torres Strait Islander peoples, including portable public holidays (many of our staff choose not to celebrate January 26), an extension of Reconciliation Day to our employees outside the ACT, and special leave provisions for Sorry Business and other cultural obligations.
- Drawing on the National Reconciliation Week theme each year, over 100 of our employees have engaged in reconciliation projects for the past three years. These teams have produced resources such as an Indigenous Procurement Guide, a web resource explaining how to say ‘hello’ in Aboriginal and Torres Strait Islander languages across Australia, and a list of children’s storybooks written by First Nations authors and illustrators.
- ECA celebrates National Reconciliation Week and promotes events and activities through WebWatch, Voice, *Every Child* and social media channels.
- We have developed, implemented and refreshed Protocols for Welcome to Country and Acknowledgement of Country.
- We have a publication titled *Reconciliation in Action* under development to strengthen

the connection between ethical practice and reconciliation.

- ECA’s reconciliation journey has been promoted through regular articles in our publications and through our reconciliation events.
- All our premises display a plaque acknowledging the Traditional Owners of the Land and we proudly display Aboriginal and Torres Strait Islander flags, artwork, the Apology to Stolen Generations, and posters celebrating National Reconciliation Week and NAIDOC Week.
- Our National Conference and smaller events provide a platform for Aboriginal and Torres Strait Islander peoples to deliver keynote presentations, workshops and study tours. Travel scholarships are also available for early childhood educators who identify as, or work primarily with, Aboriginal and/or Torres Strait Islander families and communities.
- Through our target of 10% of all content being created by First Nations peoples, we amplify the voice of Aboriginal and Torres Strait Islander authors and subject matter experts of all publications and online learning (courses).

- We have an Indigenous Procurement Policy and have substantially increased the amount we spend (now over \$100,000 per annum) each year with Aboriginal and Torres Strait Islander suppliers.

Perhaps one of the most important outcomes from ECA’s reconciliation work is that it has raised the profile of reconciliation across the early childhood sector. We have inspired many other early childhood organisations to start their own reconciliation journey and we have seen a significant increase in reconciliation resources across all our professional learning platforms.

Areas of challenge

Primary areas of difficulty we have encountered in our reconciliation work:

- We would like to make an impact on practice across the early childhood sector, but this is challenging over the long-term because the sector is large (over 200,000 people and 15,000 organisations) and diverse (not-for-profit, for-profit, public and private).
- ECA would like to see more Aboriginal and/or Torres Strait Islander professionals taking up leadership roles across the sector, however, this relies on employers and



policy-makers investing in leadership development opportunities and addressing barriers.

- We also believe that all early childhood educators and teachers should learn about Aboriginal and Torres Strait Islander cultures and histories. This requires national coordination and a long-term commitment.

Another area of challenge arises when there is a conflict in our role as an active advocate for quality and professional practice in early childhood education and care—which typically relies on systems such as regulations, quality standards and qualifications—and our support for amplifying the voice of Aboriginal and Torres Strait Islander people and organisations seeking an alternative approach that empowers communities, families and individuals. These issues can be complex, require two-way listening and a genuine trust—which is possible through our shared commitment to achieving the best outcomes for children.

Developing this Reconciliation Action Plan (RAP)

This Reconciliation Action Plan, *Winanggaay: Look, Listen and Learn* (2023–2026), is built on the progress, governance and systems of ECA's previous action plans, *Respect, Connect, Enact* (2012–2016) and *Embed, Enable and Strive* (2018–2020). The ECA National Board has formally endorsed this Reconciliation Action Plan on the recommendation of ECA's National Reconciliation Advisory Group, who will assist with implementation and monitor progress against the actions we have committed to undertake. The ECA Board is grateful to Simon Fewings, a member of both the Board and the Reconciliation Advisory Group (RAG), who managed the RAP development process including extensive consultation with stakeholders, as summarised below.

OVERVIEW

ECA RAP 2023–2026 Development

PROCESS	DATA SOURCES	STAKEHOLDERS
<ol style="list-style-type: none"> 1. Review data 2. Engage with stakeholders 3. Consolidate data/feedback 4. Provide recommendations 5. Draft plan and consultation 6. Review and finalise plan 	<ul style="list-style-type: none"> • Review of ECA's RAP reporting to Reconciliation Australia (2017–2022). • Review of ECA's RAP Progress Reports to the Board and Reconciliation Advisory Groups (2017–2022). • Recent Indigenous procurement analysis (2022). • Human resource management reports on recruitment and staff training. • Consultation with ECA employees through the Staff Planning Day and various team meetings. • Consultation with State/Territory Committees (8). • Survey of (100+) stakeholders on attitudes towards reconciliation and access to training resources. • Consultation with Aboriginal and/or Torres Strait Islander organisations (SNAICC—National Voice for Our Children, Indigenous Literacy Foundation and more). • Consultation with the Board and Reconciliation Advisory Group. • Consultation with the CEO and senior leadership team. • Reconciliation Australia—feedback on Draft RAP. 	<ul style="list-style-type: none"> • ECA National Board • ECA National Reconciliation Advisory Group • ECA Senior Leadership Team—CEO & General Managers (6) • ECA Employees (120+) • ECA State/Territory Committees (8) • Aboriginal and/or Torres Strait Islander organisations • Reconciliation Australia

This ECA RAP was developed with the involvement of ECA's State/Territory Committees, which are an important part of our governance structure. While consulting on the RAP, Simon Fewings met with each of the State/Territory Committee Chairs and committees or sub-groups to hear about their reconciliation journey and discuss their potential role in the national RAP. Some jurisdictions had developed local Reconciliation Action Plans that have been reviewed and incorporated into the national RAP. This RAP will now support State/Territory Committees to continue their commitments to and promotion of reconciliation with our members and the sector. We acknowledge and thank them for their input.

Simon Fewings also conducted consultation with the ECA National Board, the ECA National Reconciliation Advisory Group, the staff team and each of the ECA General Managers, as well as having multiple discussions with the

CEO (ECA's RAP Champion). This RAP will support ECA General Managers to embed reconciliation commitments into their work plans and enable all employees to see how their work connects to the reconciliation aspirations of the organisation. Simon's assessment from the consultation work undertaken was that ECA employees, as a team, are highly motivated to contribute to reconciliation and see this as an important part of ECA's culture.

During this process, we have analysed the opportunities for ECA to go forward with its RAP journey. We have reflected on our vision and aspirations. We have sought feedback from partner organisations, as well as our advisory group and our staff team. We have learned from this and embraced new concepts and ideas for growth. We aspired to develop a plan that will drive ECA to continue to grow and innovate, deepening our understanding of Aboriginal and Torres Strait Islander perspectives and strengthening our cultural responsiveness.



Message from the ECA National Reconciliation Advisory Group

We commend the aspirations articulated in the ECA RAP 2023–2026 to continue to grow and improve, and recognise the significant progress made in the sector since ECA began its reconciliation journey in 2012. We acknowledge ECA's leadership in impacting and influencing practice, inclusion and outcomes within the early childhood sector. However, more remains to be done and we must continue to be open to learning and refining our approach to drive innovation and improvement.

This plan represents a continuous journey, for both ECA and the early childhood sector, in growing our approach to accountability, governance and the empowerment of Aboriginal and Torres Strait Islander peoples.

Our group remains steadfast in the belief that reconciliation is everyone's business. Because of this, we look forward to ECA engaging its State/Territory Committees, embedding reconciliation in its operation, and increasing opportunities for Aboriginal and Torres Strait Islander peoples through inclusion. Our vision is for increased

opportunities for diverse groups to engage in and promote reconciliation.

In support of this planning work, our members and friends guided our deliberations, reflecting on their own work and life experiences to highlight the wellbeing of Aboriginal and Torres Strait Islander children and their families, and to promote the need for action. We continue to be indebted to all those who have shared their perspectives with us, challenged our assumptions and urged us to do more.

ECA will continue to join many others in the quest for reconciliation and will continue to take the time to talk and think about how we, as ECA representatives, executives, members, and staff, can best turn our words of commitment to Aboriginal and Torres Strait Islander children and their families into actions.

Current members of the Reconciliation Advisory Group are listed below. The group includes an equal representation of Aboriginal and/or Torres Strait Islander members (6) and non-

Indigenous members (6), as well as accounting for geographical diversity and a mix of skills.

- Jo Goodwin, Co-chair (NSW)
- Wendy Gorman, Co-chair (WA)
- Professor Grace Sarra (QLD)
- Adam Duncan (ACT)
- Penny Cook (SA)
- Simon Fewings (VIC)
- Emma Beckett (NSW)
- Annette Barwick (TAS)
- Casey Goodman (VIC State Committee)
- Emma Woods (Staff Representative, Be You)
- Marilize Olivier (Staff Representative, ACT)
- Laura Bachman (Staff Representative, NT)
- Sam Page (CEO, RAP Champion) is an ex-officio member

Actions and targets



1. RELATIONSHIPS

ECA is an advocacy organisation that seeks to influence decision-makers to achieve positive outcomes for children. We are committed to building and strengthening our relationships with Aboriginal and Torres Strait Islander organisations and individuals to support their work and inform our own work. Through strong relationships and collaborations with Aboriginal and Torres Strait Islander organisations and individuals, we aim to be part of a reconciled nation that nurtures all children to realise their potential.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1.1 Maintain and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<p>1.1.1 Deepen our reciprocal partnership with SNAICC—National Voice for our Children and the THYRVE Pilot Project to support and represent Aboriginal and Torres Strait Islander community-controlled early years services (led by SNAICC).</p> <p><i>We will formalise this relationship (MoU or Partnership Agreement) if there is agreement on mutual benefit but we also commit to support and amplify the advocacy for Aboriginal and Torres Strait Islander children led by SNAICC.</i></p>	Annual review September 2023, 2024 & 2025	Lead: CEO Support: Policy & Government Relations Executive
	1.1.2 Support SNAICC's Aboriginal and Torres Strait Islander Children's Day by purchasing resources and promoting the day to ECEC services through our communications channels, including ECA WebWatch and social media platforms.	August 2023, 2024 & 2025	Lead: CEO Support: Communications Manager
	1.1.3 Learn, respect and celebrate Aboriginal and Torres Strait Islander knowledge and cultures by engaging with the work of the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) and promoting this on our communication and professional learning platforms.		

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<p>1.1.4 In the Northern Territory (where ECA delivers the NT Inclusion Agency and is the NDIS Early Childhood Partner in the Community), commit to listening to Aboriginal and Torres Strait Islander families and communities, supporting their voice in advocacy to government and sharing our communication platforms to amplify their messages. More specifically, we will:</p> <ul style="list-style-type: none"> • map Aboriginal Community Controlled Organisations (ACCOS) across the NT to identify current and potential relationships • strengthen formal partnerships with at least three Aboriginal Community Controlled Organisations (ACCOS). 	<p>Map ACCOS by December 2023</p> <p>Strengthen formal partnerships by December 2025</p>	<p>Lead: Inclusion & Early Intervention GM</p> <p>Support: NDIS Manager & ISP Manager</p>
	<p>1.1.5 Foster relationships between at least three early childhood services based in largely Aboriginal and Torres Strait Islander communities with services in non-Indigenous communities to support two-way learning.</p>	<p>December 2024</p>	<p>Lead: CEO</p> <p>Support: Inclusion & Early Intervention GM</p>
	<p>1.1.6 Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.</p>	<p>December 2024</p>	<p>Lead: CEO</p> <p>Support: Inclusion & Early Intervention GM</p>
1.2 Build relationships through celebrating National Reconciliation Week (NRW).	<p>1.2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff, board members and State/Territory Committees.</p>	<p>May 2023, 2024 & 2025</p>	<p>Lead: CEO</p>
	<p>1.2.2 Organise at least three internal NRW events, including at least one organisation-wide NRW event each year.</p>	<p>March 2023, 2024 & 2025</p>	<p>Support: Collaborations Manager</p>
	<p>1.2.3 Work with ECA State/Territory Committees and Reconciliation Australia to facilitate local reconciliation events.</p>	<p>March 2023, 2024 & 2025</p>	<p>Support: Collaborations Manager</p>

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	1.2.4 National Reconciliation Advisory Group members to participate in at least three external NRW events.	27 May–3 June, 2023, 2024 & 2025	Support: Collaborations Manager
	1.2.5 Register all our NRW events on Reconciliation Australia's NRW website.	May 2023, 2024 & 2025	Support: Collaborations Manager
	1.2.6 Invite staff to engage in NRW action-learning projects, in which staff form teams to deliver a project aligned to NRW theme.	27 May–3 June, 2023, 2024 & 2025	Lead: CEO Support: HR Manager
	1.2.7 Encourage ECA staff and senior leaders to participate in at least eight external events to recognise and celebrate NRW (across all jurisdictions).	27 May–3 June, 2023, 2024 & 2025	Lead: CEO Support: HR Manager
1.3 Promote reconciliation through our sphere of influence and build our RAP brand through our communication activities.	1.3.1 Support the referendum on a national Voice to Parliament through: <ul style="list-style-type: none"> • sharing the recording or the keynote presentation by Dean Parkin at the ECA National Conference in 2022 • sharing information and resources with early childhood services • publicly supporting the campaign across our communications and social media platforms. 	February 2023 December 2023	Lead: CEO Support: Impact & Collaboration GM
	1.3.2 Host an annual Reconciliation Symposium in partnership with Reconciliation Australia and SNAICC to: <ul style="list-style-type: none"> • promote the importance of reconciliation and cultural responsiveness in early childhood settings • increase appreciation of the experience of Aboriginal and Torres Strait Islander peoples • showcase best practice and collaboration—building relationships between organisations and individuals. 	Proposed dates: June 2023 (Hobart); May 2024 (Canberra) & May 2025 (Cairns)	Lead: CEO Support: Conference & Events GM

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	1.3.3 Support State/Territory Committees to build collateral, including artwork and images, that demonstrates their commitment to reconciliation and cultural responsiveness.	Review each May 2023, 2024 & 2025	Lead: CEO Support: Communications Manager
	1.3.4 Develop an ECA 2023–2026 RAP communiqué and social media tiles with key messages suitable for internal and external dissemination, including content for: <ul style="list-style-type: none"> • staff engagement • State/Territory Committee engagement • ECA member engagement. 	March 2023	Lead: CEO Support: State/Territory Committee Chairs
	1.3.5 Communicate our commitment to reconciliation and the importance of ECA’s RAP publicly and to our stakeholders through our communication channels, including: <ul style="list-style-type: none"> • building on our reconciliation podcast series (released 2022) with new episodes • sharing RAP progress reports and milestones with our members and stakeholders. 	Review each May 2023, 2024 & 2025	Lead: CEO Support: Communications Manager
	1.3.6 Participate in at least two quarterly RAP Leadership Gatherings per year.	December 2023, 2024 & 2025	Lead: CEO Support: Collaborations Manager
1.4 Promote positive race relations through anti-discrimination strategies.	1.4.1 In consultation with all staff, including Aboriginal and Torres Strait Islander staff, review ECA’s anti-discrimination policy and Cultural Inclusion Framework to eliminate racism and promote inclusion within our organisation.	June 2023 & June 2025	Lead: CEO

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	1.4.2 Continuously improve HR policies and procedures concerned with anti-discrimination with ongoing education for managers on the detrimental effects of racism and the importance of cultural responsiveness within ECA.	Annual review December 2023, 2024 & 2025	Lead: CEO Support: HR Manager
	1.4.3 Develop, implement, and communicate an anti-discrimination policy for our organisation.	Annual review December 2023, 2024, 2025	Lead: CEO Support: HR Manager
	1.4.4 Provide ongoing education opportunities for managers and the senior leadership team on the detrimental effects of racism and the importance of cultural responsiveness both within ECA and in the work that we do.	Annual review December 2023, 2024, 2025	Lead: CEO Support: HR Manager
	1.4.5 ECA spokespersons and leaders publicly support anti-racism and anti-discrimination initiatives, including: <ul style="list-style-type: none"> • 'Racism. It Stops with Me' (Australian Human Rights Commission) itstopswithme.humanrights.gov.au • 'Family Matters: Strong Communities. Strong culture. Stronger children' (national campaign to reduce the over-representation of Aboriginal and Torres Strait Islander children in out-of-home care) www.familymatters.org.au • calls for a National Aboriginal and Torres Strait Islander Children's Commissioner. www.familymatters.org.au/wp-content/uploads/2019/10/SNAICC-Family-Matters-Position-Paper-national-commissioner-FINAL.pdf 	Annual review December 2023, 2024, 2025	Lead: CEO Support: Impact & Collaboration General Manager



2. RESPECT

Respect for Aboriginal and Torres Strait Islander peoples and cultures is the foundation of our effort towards genuine reconciliation. We want to ensure that every member of our team, as well as our members and stakeholders, have a deep understanding and respect for Australia's Traditional Owners. Respect for Aboriginal and Torres Strait Islander peoples, knowledge and cultures is essential to the work of Early Childhood Australia in promoting the rights and wellbeing of young children, supporting the delivery of high-quality early education and engaging in advocacy towards a reconciled nation—this is a legacy we want to create for future generations.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2.1 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	2.1.1 In consultation with Aboriginal and Torres Strait Islander stakeholders and Traditional Owners, we will review and strengthen our <i>Aboriginal and Torres Strait Islander Cultural Learning Framework</i> to provide professional learning to all staff and volunteers.	Review by March 2023	Lead: CEO Support: HR Manager
	2.1.2 Ensure that all new staff, Board directors and State/Territory Committee Members complete ECA's online learning content on reconciliation as part of their induction.	From June 2023	Lead: CEO Support: HR Manager
	2.1.3 Provide in-person professional learning to all staff at least every two years—this can include cultural awareness workshops and walks on Country provided by a local First Nations supplier (expanding beyond Canberra).	Review provision September 2023, 2024, 2025	Lead: CEO Support: HR Manager
	2.1.4 Provide at least two employees with an intensive, immersive learning opportunity such as cultural immersion, study tours, secondment, or exchange opportunities each year.	Review September 2023, 2024, 2025	Lead: CEO Support: HR Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	2.1.5 Continue to provide access for employees to paid study leave to undertake approved study in Aboriginal and/or Torres Strait Islander cultural awareness.	Review uptake December 2023, 2024 & 2025	Lead: CEO Support: HR Manager
2.2 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	2.2.1 Implement ECA's Protocol on Acknowledgement of Country at all ECA meetings and events, including those hosted by State/Territory Committees, Regional Networks, and ECA staff teams.	Annual review December 2023, 2024, 2025	Lead: CEO Support: Impact & Collaboration General Manager
	2.2.2 Include an Acknowledgement of Country at the commencement of important meetings, including: <ul style="list-style-type: none"> • National Board meetings & sub-committee meetings • National Council meetings • National Advisory Group meetings • State/Territory Committee meetings • staff planning and team meetings. 	Annual review December 2023, 2024, 2025	Lead: CEO Support: Impact & Collaboration General Manager
	2.2.3 Engage a local Elder through appropriate channels to conduct a Welcome to Country and/or other appropriate protocols at the commencement of important events, including: <ul style="list-style-type: none"> • ECA National Conference (annual) • Reconciliation Symposium (annual) • AJEC Symposium (annual) • State/Territory events (ad hoc). 	Annual review December 2023, 2024, 2025	Lead: CEO Support: Impact & Collaboration General Manager
	2.2.4 Develop a short training video to strengthen understanding within our staff team and stakeholder network regarding the purpose and significance behind cultural protocols, and how to tailor these to local regions and communities.	June 2023	Lead: CEO Support: Impact & Collaboration GM

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	2.2.5 Develop an Acknowledgement of Country for ECA's new website (yet to be launched) and app (in development).	June 2023	Lead: CEO Support: Impact & Collaboration GM
	2.2.6 Showcase examples of alignment with local knowledge and ways of being, such as the NT team's use of the Gulumirrgin (Larrakia), Jawoyn and Arrernte seasons calendars through our reports to funding bodies, member communications, and social media activities.	Review December 2023 & 2024	Lead: CEO Support: Inclusion & Early Intervention GM
	2.2.7 Ensure our office premises (10) demonstrate respect and inclusion by displaying Acknowledgment of Country signs, Aboriginal and Torres Strait Islander flags, language maps, appropriately sourced and displayed artwork and artefacts.	June 2023	Lead: CEO Support: National Operations GM
2.3 Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	2.3.1 Each year, the ECA CEO and leadership team will acknowledge NAIDOC Week and its importance, using our reach to encourage early childhood services to acknowledge NAIDOC Week and engage in local community events or activities.	July 2023 July 2024 July 2025	Lead: CEO Support: Impact & Communications GM
	2.3.2 Support all staff and volunteers to participate in at least three NAIDOC Week events held locally, including: <ul style="list-style-type: none"> • book launches or reading events • film or documentary screenings • meetings, gatherings or celebrations. 	July 2023 July 2024 July 2025	Lead: CEO Support: Impact & Communications GM
	2.3.3 In consultation with Aboriginal and/or Torres Strait Islander organisations, support at least three external NAIDOC Week events each year.	July 2023 July 2024 July 2025	Lead: CEO Support: Impact & Communications GM

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	2.3.4 Support members of our National Reconciliation Advisory Group to participate in external NAIDOC Week events.	July 2023 July 2024 July 2025	Lead: CEO Support: Impact & Communications GM
	2.3.5 Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	February 2023, 2024 & 2025	Lead: CEO Support: Policy & Government Relations Executive
2.4 Promote respect for Aboriginal and Torres Strait Islander cultures through the initial qualification and ongoing professional development provided to early childhood educators and teachers.	2.4.1 Work with partners in the vocational and tertiary sectors to improve the quality of Aboriginal and Torres Strait Islander cultural content in mandatory qualifications for early childhood educators and teachers (degree, diploma and certificate courses), through: <ul style="list-style-type: none"> resources for RTOs and universities training for course teachers/trainers community engagement in course design feedback mechanisms for ongoing improvement. 	Report to RAG annually in May 2023, 2024 & 2025	Lead: CEO Support: Policy & Government Relations Executive
	2.4.2 Promote the importance of professional learning about Aboriginal and Torres Strait Islander histories, cultures and knowledges to early childhood employers through our sector development work (professional learning guides) and communication channels (publications and social media).	Report to RAG annually in May 2023, 2024 & 2025	Lead: CEO Support: Professional Learning GM & Communications Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<p>2.4.3 Promote trusted, relevant professional learning resources to the early childhood sector, including:</p> <ul style="list-style-type: none"> resources available from national organisations such as Reconciliation Australia, AIATSIS and SNAICC resources available from local community-controlled organisations, including cultural awareness training and connecting to Country resources available through major initiatives, including Be You Early Learning, the Inclusion Support Program and NDIS 'Partners in the Community', which recognise and embrace Aboriginal and Torres Strait Islander cultures. 	Report to RAG annually in May 2023, 2024 & 2025	
2.5 Demonstrate respect by amplifying Aboriginal and Torres Strait Islander achievements, stories, perspectives and voices.	<p>2.5.1 Embrace Aboriginal and Torres Strait Islander perspectives and knowledge in ECA's National Conference theme and program, including at least one keynote speaker and two to five invited speakers, panellists or workshop presenters.</p>	Annual review December 2023, 2024, 2025	Lead: Conference & Events GM Support: Event Managers
	<p>2.5.2 Incorporate images, including photography, video content and artwork, that demonstrate our commitment to reconciliation and celebrate Aboriginal and Torres Strait Islander cultures.</p>	Annual review December 2023, 2024, 2025	Lead: Conference & Events GM Support: Event Managers
	<p>2.5.3 Ensure our smaller events (AJEC Symposium, Reconciliation Symposium and State/Territory Conferences) provide a platform for Aboriginal and Torres Strait Islander perspectives to be shared and amplified.</p>	Annual review December 2023, 2024, 2025	Lead: Conference & Events GM Support: Event Managers



3. OPPORTUNITIES

Having worked to become a more culturally inclusive and responsive organisation, ECA is now well placed to create more employment opportunities and more leadership roles for Aboriginal and Torres Strait Islander peoples across our network, as well as to direct our resources towards building the capacity of First Nations individuals, families and communities to have their own influence and voice. This will make ECA a more culturally diverse and informed organisation while providing social and economic benefits to Aboriginal and Torres Strait Islander individuals, families and communities.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3.1 Increase the number of Aboriginal and Torres Strait Islander employees across ECA and at all levels of our workforce.	3.1.1 Develop a position statement supporting the recruitment and of Aboriginal and Torres Strait Islander peoples in the early childhood sector, in consultation with: <ul style="list-style-type: none">• Aboriginal and Torres Strait Islander people currently working in the sector—across geographic areas, service types and job roles• registered training providers offering early childhood qualifications• universities offering early childhood qualifications• Aboriginal and Torres Strait Islander employment and recruitment agencies.	December 2024	Lead: ECA Reconciliation Advisory Group Co-chairs a Support: CEO
	3.1.2 Review and implement an Aboriginal and Torres Strait Islander Recruitment Strategy.	December 2023	Lead: ECA Reconciliation Advisory Group Co-chairs a Support: CEO
	3.1.3 Increase the proportion of our paid workforce who identify as Aboriginal and/or Torres Strait Islander from current 2.4% (2022) to 3% in 2024 and 4% or higher by 2025	December 2024 & 2025	Lead: ECA Reconciliation Advisory Group Co-chairs a Support: CEO

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	3.1.4 Work with Aboriginal and Torres Strait Islander staff to identify effective retention and advancement strategies to foster career development into leadership roles and develop succession plans for key roles.	December 2024	Lead: CEO Support: HR Executive
3.2 Maintain and grow the representation of Aboriginal and Torres Strait Islander peoples in governance roles across the ECA network.	3.2.1 Continue to ensure Aboriginal and Torres Strait Islander representation on the ECA National Board.	October 2024	Lead: National President Support: CEO
	3.2.2 Build the representation of Aboriginal and Torres Strait Islander professionals on ECA State/Territory Committees, as well as sector advisory and reference groups, through intentional recruitment and better promotion opportunities to appropriate candidates. Target: at least three new appointments over three years.	December 2024	Lead: CEO Support: Collaborations Manager
3.3 Increase the number of Aboriginal and Torres Strait Islander peoples working at all levels of the early childhood services sector, including in leadership roles.	3.3.1 Develop a position statement supporting the recruitment and retention of Aboriginal and Torres Strait Islander peoples in the early childhood sector, in consultation with: <ul style="list-style-type: none"> • Aboriginal and Torres Strait Islander people currently working in the sector—across geographic areas, service types and job roles • registered training providers offering early childhood qualifications • universities offering early childhood qualifications • Aboriginal and Torres Strait Islander employment and recruitment agencies. 	December 2024	Lead: ECA Reconciliation Advisory Group Co-chairs Support: CEO
	3.3.2 Actively champion strategies to strengthen the Aboriginal and Torres Strait Islander workforce in the Northern Territory including strategies to increase qualification attainment and professional learning opportunities.	December 2023 & 2024	Lead: Inclusion & Early Intervention GM Support: Professional Learning GM

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	3.3.3 Sponsor five Aboriginal and/or Torres Strait educators or teachers to undertake the ECA Leadership Program each year (valued at \$650).	April 2023, 2024 & 2025	Lead: CEO Support: Professional Learning GM
	3.3.4 Monitor the proportion of conference delegates who identify as Aboriginal and/or Torres Strait Islander people, and work to increase this over time, through: <ul style="list-style-type: none"> • provision of travel scholarships and registration discounts • enhanced Aboriginal and Torres Strait Islander representation on the program • promotion of the conference to Aboriginal and Torres Strait Islander learning communities. 	October 2023, 2024 & 2025	Lead: CEO Support: Conference & Events General Manager
3.4 Actively direct revenue to Aboriginal and Torres Strait Islander individuals, families, businesses and communities to support economic independence and social empowerment.	3.4.1 Implement ECA's Indigenous Procurement Guide that provides guidance to all staff on how to engage with Aboriginal and Torres Strait Islander suppliers through staff training, management oversight and monitoring impact.	Review December 2023, 2024	Lead: CEO Support: National Operations GM
	3.4.2 Implement an Indigenous Procurement Target to increase our procurement from Aboriginal and Torres Strait Islander suppliers to 5% of our procurement spend (excludes spending on wages and premises) by making intentional purchasing decisions.	October 2025	Lead: CEO Support: National Operations GM
	3.4.3 Maintain and increase to at least four, the number of commercial relationships we have with businesses that are owned and operated by Aboriginal and Torres Strait Islander people and communities.	Annual review September 2023, 2024 & 2025	Lead: CEO Support: National Operations GM

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	3.4.4 Promote Aboriginal and Torres Strait Islander suppliers (at least five per annum) more widely to ECA stakeholders through the ECA website, social media channels and publications.	Annual review May 2023, 2024 & 2025	Lead: CEO Support: Communications Manager
3.5 Work to enhance the wellbeing of Aboriginal and Torres Strait Islander children and families.	3.5.1 Support and disseminate research that enhances understanding of best practice in achieving positive outcomes for Aboriginal and Torres Strait Islander children and families through: <ul style="list-style-type: none"> • partnering with research teams and individuals on grant opportunities • providing access to ECA membership and social media audiences to help facilitate research activities • encouraging researchers to publish papers in the Australasian Journal of Early Childhood (AJEC) • summarising and distilling research findings in ECA publications and events (including the ECA National Conference and the AJEC Research Symposium). 	Annual review May 2023, 2024 & 2025	Lead: CEO Support: Professional Learning General Manager
	3.5.2 In collaboration with Aboriginal and Torres Strait Islander peak bodies and advocates, promote the rights and interests of Aboriginal and Torres Strait Islander children, through: <ul style="list-style-type: none"> • parliamentary submissions (including to the Federal Budget) • contributions as part of national policy consultation—inquiries and reviews • advocacy campaigns and activities (including the ‘Early Learning: Everyone Benefits’ campaign and the annual State of Early Learning in Australia report) • scrutiny and analysis of all public policies relating to children and their families to assess their specific impact on Aboriginal and Torres Strait Islander children and their families • monitor the Australian Early Childhood Development Census (AEDC) outcomes for Aboriginal and Torres Strait Islander children to identify and draw attention to evidence of vulnerability and educational disadvantage. 	December 2023 & 2024	Lead: Inclusion & Early Intervention GM Support: Professional Learning GM

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3.6 Review and strengthen cultural safety in ECA's delivery of funded programs to Aboriginal and Torres Strait Islander communities.	<p>3.6.1 Review and strengthen the value and uptake of Be You Early Learning—the national mental health in education initiative—in largely Aboriginal and Torres Strait Islander learning communities by:</p> <ul style="list-style-type: none"> • working with Be You partners (Beyond Blue and headspace), to ensure the initiative is culturally responsive and relevant • engaging in research, evaluation, and co-design to identify how to strengthen the value of the initiative • ensuring that our Be You team is culturally diverse and engages in ongoing professional learning. 	<p>April 2023, 2024 & 2025</p>	<p>Lead: CEO Support: Professional Learning GM</p>
	<p>3.6.2 Strengthen the use of culturally appropriate resources and aids within early childhood through the NT Inclusion Support Program, specifically:</p> <ul style="list-style-type: none"> • maintaining and growing the list of culturally appropriate resources developed by our NT Inclusion Agency team • researching culturally appropriate aids, such as the Aboriginal ASQ (Ages and Stages Questionnaire) kit • increasing information-sharing regarding culturally appropriate resources and aids within ECEC services (via Inclusion Professionals, newsletters, social media). 	<p>Annual review December 2023, 2024</p>	<p>Lead: Inclusion & Early Intervention General Manager Support: ISP Managers</p>
3.7 Grow engagement with Reconciliation Australia's Narragunnawali: Reconciliation in Education program across the early education sector.	<p>3.7.1 Work with Reconciliation Australia to promote the importance of Reconciliation Action Plans and the value of Narragunnawali: Reconciliation in Education resources to ECEC services, schools and other organisations that work with young children.</p>	<p>Annual review May 2023, 2024 & 2025</p>	<p>Lead: CEO Support: Communications Manager</p>
	<p>3.7.2 Continue to grow the number of ECEC services and schools registered to develop a Narragunnawali RAP.</p>	<p>May 2023, 2024, 2025</p>	<p>Lead: CEO Support: Communications Manager</p>

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	3.7.4 Increase the quality of Reconciliation Action Plans developed by ECEC services and schools, including the sophistication of examples of reconciliation and cultural inclusion in these settings.	May 2023, 2024, 2025	Lead: CEO Support: Communications Manager
	3.7.5 Promote the Narragunnawali Awards and related events to the early childhood sector through ECA's communication channels and encourage nominations from early childhood services that demonstrate outstanding commitment to reconciliation.	May 2023 May 2025	Lead: CEO Support: Communications Manager
3.8 Ensure ECA publications and professional development resources contain regular content that promotes Aboriginal and Torres Strait Islander ways of teaching, learning and knowing.	3.8.1 Increase our capacity to amplify the voice of Aboriginal and Torres Strait Islander peoples and communities and promote positive images of cultural identity. This will include: <ul style="list-style-type: none"> • building ECA's talent pool of Aboriginal and Torres Strait Islander writers, presenters and consultants (by at least three per annum) • expand ECA's photo library to ensure inclusion of positive images of Aboriginal and Torres Strait Islander children, families and educators (by at least 10% each year) • maintain a 10% quota on Aboriginal and Torres Strait Islander writing for our publications and production of online learning resources • review publication style guide to ensure inclusive and respectful communications with and about Aboriginal and Torres Strait Islander people. 	Review targets December 2023, 2024	Lead: Professional Learning GM Support: Publications & Production Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<p>3.8.2 Develop the following products:</p> <ul style="list-style-type: none"> • A series of online learning embedding Aboriginal and Torres Strait Islander cultures in early education practices, in partnership with Koori Curriculum. • A revised version of the two-part 'Reconciliation in Action' online learning course with one Aboriginal and Torres Strait Islander and one non-Indigenous presenter. • A Learning Hub module on developing Reconciliation Action Plans developed in partnership with Reconciliation Australia. • A Learning Hub module on understanding and respectful use of Aboriginal art techniques with young children. • A new publication titled Reconciliation in Action co-edited by two experts—one Aboriginal and Torres Strait Islander and one non-Indigenous—featuring contributions from many First Nations authors. • Inclusion resources in audio and video format to support the work of Aboriginal and/or Torres Strait Islander educators in remote communities—in local languages and/or local dialects of English. 	<p>Progress to be reported December 2023 & December 2024</p>	<p>Lead: Professional Learning GM Support: Publications & Production Manager</p>



4. GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
4.1 ECA's National Reconciliation Advisory Group actively monitor the development and implementation of the ECA Reconciliation Action Plan and provide advice to the National Board.	4.1.1 Maintain equal representation of Aboriginal and/or Torres Strait Islander and non-Indigenous leaders from the early childhood sector on the Reconciliation Advisory Group, appointed by the ECA National Board.	Meetings held in: February, May, September & November 2023, 2024 & 2025	Lead: Reconciliation Advisory Group Co-chairs Support: CEO
	4.1.2 Review and update Terms of Reference. This will include: <ul style="list-style-type: none"> overseeing the development, endorsement, launch and implementation of the Reconciliation Action Plan meeting at least four times per year to monitor and report on progress and any areas of difficulty or risk advising ECA on how best to promote the Reconciliation Action Plan to our stakeholders and tell our story. 	Terms of Reference will be reviewed in November 2023, 2024 & 2025	Lead: CEO
	4.1.3 Maintain the CEO as the RAP Champion on behalf of the National Board and National Reconciliation Advisory Group.	Progress reports are tabled with RAG & Board May and December, 2023, 2024 & 2025	Lead: CEO Support: Finance & Operations GM
4.2 Embed reconciliation actions in ECA governance structures from the National Board.	4.2.1 Involve the ECA National Board in the development of the Reconciliation Action Plan, endorsement of the Reconciliation Action Plan, and then monitoring of both the implementation and impact of the Reconciliation Action Plan.	Board to receive progress reports June and December 2023, 2024, and 2025	Lead: National President Support: CEO

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	4.2.2 State/Territory Committees to develop Implementation Plans aligned to the National RAP.	June 2023 Report annually October 2023, 2024 & 2025	Lead: State/Territory Committee Chairs Support: CEO
	4.2.3 Member networks including Regional Networks, Special Interest Groups and sub-committees embed reconciliation and cultural protocols (such as acknowledging Country) in their Terms of Reference and operations.	ECA National Council meetings are held Feb/March and Sept/Oct 2023, 2024 & 25	Lead: Network Chairs Support: CEO
4.3 Ensure reconciliation actions are supported and resourced within ECA's organisational structure and activities.	4.3.1 Include implementation of the Reconciliation Action Plan in the Strategic Plan and the annual budget cycle to ensure that actions we have committed to are adequately resourced.	Budget development May 2023, 2024 & 2025	Lead: CEO Support: Finance & Operations General Manager
	4.3.2 State/Territory Committees to report at least twice each year on progress against their activity plans.	May and October 2023, 2024 & 2025	Lead: Committee Chairs & CEO Support: Collaborations Manager
	4.3.3 Develop and implement divisional action plans with General Managers. Plans to include: <ul style="list-style-type: none"> • alignment of RAP themes to General Manager area of responsibility • alignment of staff activity and work plans to RAP themes • alignment of Divisional Plans to national calendar. 	Report annually in December 2023, 2024	Lead: CEO Support: General Managers (6)
	4.3.4 Include Key RAP actions in work plans for each staff team and form part of the performance expectations of senior management. They are also reflected in position descriptions for key positions.	Report annually in December 2023, 2024	Lead: CEO Support: General Managers (6)

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	4.3.5 Ensure reconciliation and the implementation of the RAP is a standing agenda item at our CEO/General Managers meetings (fortnightly) as well as ECA Managers meetings (monthly).	Report annually in December 2023, 2024	Lead: CEO Support: General Managers (6)
4.4 Build and improve data and reporting systems to strengthen RAP governance.	4.4.1 Refine our data collection on the Aboriginal and Torres Strait Islander identity of job applicants and employees so that we can track recruitment and employment outcomes.	June 2023	Lead: CEO Support: Human Resource Manager
	4.4.2 Enhance our reporting to track both total spend and trends regarding procurement decisions and relationships with Aboriginal and Torres Strait Islander suppliers.	June 2023	Lead: CEO Support: Finance & Operations General Manager
	4.4.3 Develop mechanism for tracking content produced by Aboriginal and/or Torres Strait Islander authors, presenters and subject matter experts across our platforms—publications, website, blog, podcast, etc.	June 2023	Lead: CEO Support: Professional Learning GM
4.5 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	4.5.1 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2023, 2024 & 2025	Lead: CEO Support: Impact & Collaboration GM
	4.5.2 The Reconciliation Advisory Group (including Board and staff representatives) will meet at least four times per year. Reports to be issued twice a year to the ECA National Board on ECA's progress against the Reconciliation Action Plan.	February, May, September and November 2023, 2024, 2025 & 2026	Lead: CEO Support: Impact & Collaboration GM

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	4.5.3 Distribute RAP to all ECA members and stakeholders. The reconciliation pages and resource directory on the ECA website will be updated and an article will be published in Every Child (ECA's member magazine).	June 2023	Lead: CEO Support: Impact & Collaboration GM
	4.5.4 Communicate updates on Reconciliation Action Plan progress to all ECA staff.	December 2023, 2024 & 2025	Lead: CEO Support: Impact & Collaboration GM
	4.5.5 Progress against the Reconciliation Action Plan will be summarised each year as part of our Annual Report and reported in the ECA National Council meeting.	October 2023, 2024 & 2025	Lead: CEO Support: Impact & Collaboration GM
	4.5.6 Participate in the twice-yearly Workplace RAP Barometer	May 2024	Lead: CEO Support: Impact & Collaboration GM
4.6 Continue our reconciliation journey by developing our next RAP.	4.6.1 Register via Reconciliation Australia's website to begin developing our next RAP.	June 2025	Lead: CEO Support: National Operations General Manager

CONTACT PERSON

Samantha Page, CEO
Phone: 02 6242 1800

Email: spage@earlychildhood.org.au or ceo@earlychildhood.org.au



Early Childhood Australia
A voice for young children

STRETCH **RECONCILIATION ACTION PLAN**

FOR EARLY CHILDHOOD AUSTRALIA

FEBRUARY 2023–FEBRUARY 2026



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