



Gowrie NSW
Innovate Reconciliation Action Plan
August 2021 – August 2023





CONTENTS

About the Artwork	3
Reconciliation Australia CEO Statement	4
Gowrie NSW CEO's Message and From The Chair	5
Our Vision for Reconciliation	6
Our Organisation	7
Our RAP	10
Relationships	13
Respect	16
Opportunities	20
Tracking Progress and Reporting	23

ABOUT THE ARTWORK

Artwork completed by Michelle Hamilton
for Gowrie NSW's Innovate RAP 2021

The 3 circles
connected to Gowrie
NSW represent the
framework of our
Reconciliation Action
Plan Relationships
– Respect –
Opportunities

Top inner circle represents our
organisation Gowrie NSW.



The white circles
represent our working
groups who support
the implementation
of our RAP across our
organisation.

The dot work represents our people
and our communities, all that will
contribute and benefit from the
respectful culturally inclusive action
plan we have developed.

The circles linked to Gowrie NSW
and our framework represent the
programs and services Gowrie NSW
delivers to families and communities.

Gowrie NSW acknowledges Aboriginal and Torres Strait Islander peoples as the traditional custodians of all lands on which we work. We recognise Aboriginal and Torres Strait Islander cultures as enduring, living cultures and pay respects to Elders, past, present and future.



Michelle Hamilton
Artist

Michelle Hamilton is a proud Wiradjuri woman. The Wiradjuri people's country is in the Central West of New South Wales. Michelle was actually born and raised in the inner-city suburbs of Waterloo and Redfern but holds a strong link and connection to Cowra, the town in which her mother was born.

Michelle is a qualified Early Childhood Educator with nearly 30 years' experience. As the Aboriginal & Torres Strait Islander Inclusion Hub Manager for the NSW/ACT Inclusion Agency, Michelle and the team deliver training and professional development for Early Childhood Services with a focus on Aboriginal and Torres Strait Islander perspectives.

As a teenager, Michelle began painting with her family members as a hobby and quickly found a talent and a passion for painting and telling stories through art and other media.

Michelle's extensive knowledge and experience of working with Aboriginal and Torres Strait Islander children, families and communities contributes to her unique art and storytelling.

Gowrie NSW's Reconciliation Action Plan (RAP) promotes Aboriginal and Torres Strait Islander engagement in our workforce.



CEO'S MESSAGE RECONCILIATION AUSTRALIA

Karen Mundine
Chief Executive Officer

Reconciliation Australia commends Gowrie NSW 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 over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Gowrie NSW continues to be part of a strong network of more than 1,100 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 Gowrie NSW will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Gowrie NSW 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 Gowrie NSW 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, Gowrie NSW will ensure shared and cooperative success in the long-term.

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

Congratulations Gowrie NSW on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.



FROM THE CHAIR GOWRIE NSW

Sean Parker
Chairperson

Our 2021-2023 Reconciliation Action Plan is Gowrie NSW's second Innovate RAP. This signifies our deep, on-going commitment to walking together with Australia's First peoples. Our RAP will guide us as we work with children, families and community to authentically translate words, thoughts and intentions into actions.

I am deeply proud of Gowrie NSW's 80-year history of social justice and social inclusion, and this RAP allows us to continue to build on this heritage by facilitating change, working collaboratively, listening and being guided by Australia's First People.

As leaders in Early Childhood Education, we recognize the critical role we play in providing opportunities for our youngest Australian's to develop a rich understanding of First People's perspectives, cultures and knowledge.

As Chair of Gowrie NSW and on behalf of the Board, I would like to thank the numerous staff who have contributed to the thinking and work to date. I acknowledge the support and guidance provided by Aboriginal & Torres Strait Islander people in the development of this plan. I also want to thank the Reconciliation Action Plan working group for their ongoing work into the future to ensure the deliverables create real change across our organisation.



CEO'S MESSAGE GOWRIE NSW

Nicole Jones
Chief Executive Officer

Respect for Aboriginal and Torres Strait Islander peoples, histories and cultures is core to the vision of our Reconciliation Action Plan. I am incredibly proud to present the Gowrie NSW Innovate Reconciliation Action Plan as a reflection of our commitment to the importance of deep listening and action, acknowledging past histories that have and continue to impact Aboriginal & Torres Strait Islander people.

Gowrie NSW has a long history of inclusive practices and the framework of relationships, respect and opportunities shapes the decisions our organisation makes. Our second Innovate RAP builds on this and strengthens our work with children in supporting their growing knowledge of reconciliation and in developing respectful relationships with Aboriginal & Torres Strait Islander people.

Thank you to Gowrie NSW staff who have contributed to our RAP over time. Thank you to our RAP working group who have led this process and embedded thinking into their everyday pedagogical practice. I would like to specifically thank Michelle Hamilton, Aboriginal & Torres Strait Islander Inclusion Hub Manager for her on-going guidance across the sector and her leadership in this process.

As an organisation, we are excited about the opportunity to contribute towards an Australia that values and recognises Aboriginal and Torres Strait Islander cultures and heritage as a proud part of our shared national identity and history. Our work in developing this RAP demonstrates our commitment towards promoting positive change in reconciliation practices.

OUR VISION FOR RECONCILIATION

Gowrie NSW's vision for reconciliation is for an Australia that respects and celebrates Australia's First Peoples and cultures in order to create an equitable and just society. Gowrie NSW acknowledges that in order to achieve this vision, we need to acknowledge past injustices and move forward together.



OUR ORGANISATION

Gowrie NSW is strongly committed to reconciliation and recognises the special place that Aboriginal and Torres Strait Islander peoples hold within Australia and acknowledges that they are the First Peoples of the land we share today.

Gowrie NSW is committed to working collaboratively with Aboriginal and Torres Strait Islander communities through authentic and meaningful dialogue and through building stronger partnerships based on mutual trust and respect.

Gowrie NSW is committed to bringing about positive social change and working towards a better Australia through our relationships that we build with Aboriginal and Torres Strait Islander communities and by having an awareness and understanding of better outcomes for Aboriginal and Torres Strait Islander peoples.

Gowrie NSW has a proud history of social justice and social inclusion for close to 80 years. Gowrie NSW will continue to build on this rich history by being a leader in Education and Care programs and championing Aboriginal and Torres Strait Islander cultures and diversity.

Gowrie NSW will lead in the practice of inclusion throughout education and care and professional learning by:

- Modelling and embedding inclusive practice in all that we do
- Building authentic and meaningful partnerships
- Increasing participation of children and families to address inequalities and work towards closing the gap in education
- Increasing community participation
- Increasing workforce participation including traineeships
- Creating pathways for learning for children, families and educators

Gowrie NSW has been at the forefront of early and middle childhood education and care for 80 years. Established in 1940, Gowrie NSW is a proud, not for profit organisation with a focus on providing quality education and care programs for children and families, along with leadership and professional learning to the early and middle childhood sector in NSW and the ACT.

Gowrie NSW has an objective to be at the forefront of early and middle school education and to empower and support children, families and professional educators. We support 375 staff with 7 identifying as Aboriginal or Torres Strait Islander people.

In Gowrie NSW we strive to be inclusive in all things, which is why the current Gowrie NSW team reflects the cultural diversity of the local community. We hope to grow our cultural diversity by promoting Aboriginal and Torres Strait Islander engagement in our workforce through our Reconciliation Action Plan (RAP).

Stronger together

With 80 years of continuous operation, we have extensive experience in overcoming or rising to challenges through the development of pragmatic and creative solutions. Our strategic intent is heavily focused on the notion of “stronger together” and we are excited about the opportunity to continue the expansion of our inclusive strategies.

The philosophy in each of our programs is respectful of the Traditional Owners of the land, responsive to the community it serves, and underpinned by pedagogical practices supported by national and international research and best practice. Consistency and continuity are integral to the Gowrie NSW philosophy and to the implementation, transition and operating models we have in every centre, program and practice throughout our organisation.

Gowrie NSW provides a high level of quality support to the centres in order to build on the strengths of their practice, and to form a strong pedagogical identity, both in day to day operations, and in planning strategically for the future. We are also uniquely placed in the sector to provide strong organisational support with a community-focused, bespoke approach at each location.

Gowrie NSW is an organisation sized to care and nurture partnerships with our schools in a meaningful way and we are proud of the achievements we have accomplished within each of the communities we currently service and support.

Today, Gowrie NSW manages the following programs across regional/rural and metropolitan NSW and ACT:

- Eight Early Education and Care centres- all with meeting or exceeding ratings under the National Quality system
- Ten Outside Schools Hours Care (OSHC) programs- all with meeting or exceeding ratings under the National Quality System
- NSW Inclusion Agency
- Adult Migrant Education Program (AMEP) - placing over 4,000 children in 2020
- Inclusion Support Programs

Gowrie NSW is identified as a sector leader in inclusive practice. We have delivered Inclusion Support Programs across NSW/ACT since July 2016. Our Inclusion Support Agency delivers expertise and leadership advice to the Early and Middle Childhood sector to promote the participation of all children to access early childhood education and OSHC programs across NSW and ACT. As part of the Inclusion Agency, Gowrie NSW is responsible for managing the Specialist Equipment Library (SEL) and managing an Aboriginal and Torres Strait Islander Inclusion Hub.

The role of the Aboriginal & Torres Strait Islander Inclusion Hub Manager, Michelle Hamilton, is to support Inclusion Professionals across all 14 hubs, building capacity and capability to confidently engage with educators across services when discussing the inclusion of Aboriginal and Torres Strait Islander peoples cultures, histories and contributions.

Gowrie NSW also works closely with the local Inclusion Support Agency, Early Links. This connects us as the approved provider to access government funding for children in our care with diagnosed additional needs as well as children from Culturally and Linguistically Diverse backgrounds (CALD) and Aboriginal and Torres Strait Islander backgrounds.

Immersive cultural professional development

We use Early Links to access further professional development, specialised resources and additional staff to student ratios as required. Many staff in our programs have participated in a cultural course with Michelle Hamilton, an Indigenous Inclusion Consultant.

Michelle Hamilton offers a three-month immersive cultural course to assist educators in embedding Indigenous perspectives. This is especially important considering some of our families have a First Nations background. This cultural course is one example in which our Reconciliation Action Plan (RAP) is a living and active document which informs the practice within our programs.

We have worked extensively with cultural programs with a particular focus on embedding Aboriginal and Torres Strait Islander perspectives into our programs. We strive to supply and encourage professional learning opportunities to support cultural awareness whilst being sensitive and respectful of our family's needs.

At Gowrie NSW, our commitment to inclusion has been strengthened via the successful implementation of our Reconciliation Action Plan, a tangible framework for improving the prospects and opportunities for Aboriginal and Torres Strait Islander peoples. This, combined with our ongoing resolve to foster gender equality, inclusivity for People with Disabilities, Cultural and Linguistically Diverse communities and the LGBTIQ community ensures that Gowrie NSW remains at the forefront of a progressive movement that champions empathy and awareness, where we view diversity in all its forms as our greatest asset.



OUR RAP

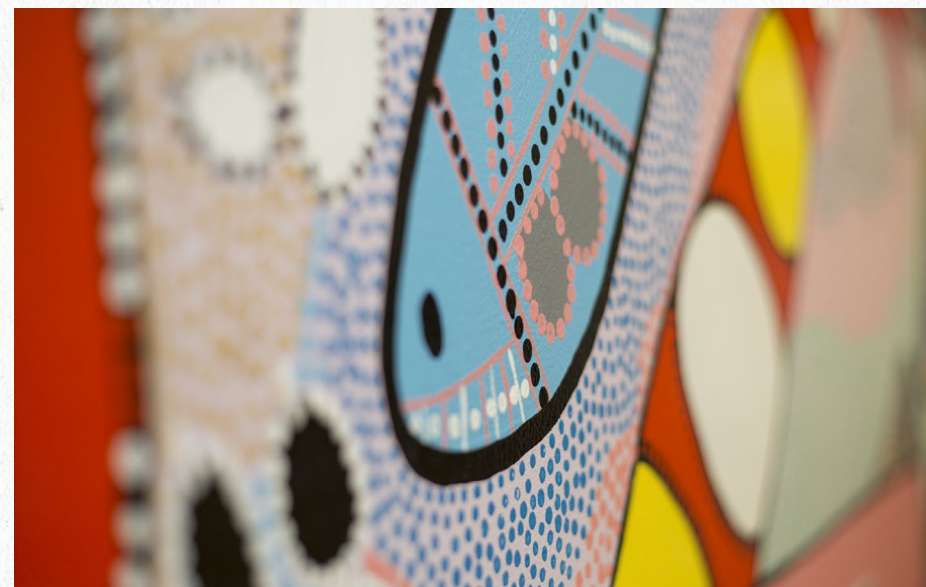
We believe that reconciliation is an important step towards creating a more inclusive and respectful community, that ensures rights and responsibilities are extended equitably to all of its members. Our RAP was developed in consultation with staff and external stakeholders. A RAP Working Group comprised of representatives from across all levels of the organisation have guided the process. Our development journey was supported by a RAP Relationships and Advisory Group comprised of experienced and well-respected members of the local Aboriginal and Torres Strait Islander community.

Our RAP was developed by our Reconciliation Working Group, made up of 7 members, including one First Australian. We would also like to acknowledge those who have contributed and led this thinking in the past- William Beale from Yaama Indigenous Personnel and Aunty Millie Ingram – Aboriginal Elder. The RAP is championed by the CEO to ensure a strong commitment to reconciliation and that the deliverables are identified as key priorities.

Our RAP was developed by our Reconciliation Working Group made up of:

- Aboriginal & Torres Strait Islander Inclusion Hub Manager
- Chief Executive Officer
- Executive Director Pedagogy
- Human Resources Manager
- General Manager, Early Learning & Care centres
- General Manager, AMEP Early Learning Centres
- Education Hub Manager
- Inclusion Professionals
- Centre staff – including staff from Erskineville Early Education Centre
- General Manager, OSHC
- Executive Assistant

Since the launch of Gowrie NSW's first Reconciliation Action Plan in March 2017, we've undergone a journey of discovery and learning, and these are the areas of progress and learning that occurred along the way. Each month the Gowrie NSW Reconciliation Action Plan Working Group (RAPWG) commits time to review and work toward the RAP's deliverables and continues the organisations commitment to reconciliation.



Partnering to unify and strengthen our community

In 2017, Gowrie NSW focused on developing several ongoing relationships with Indigenous business such as , Tyecon Pty Ltd and Gardener's Lodge Café. This remains a foundational step in our reconciliation plan to ensure Gowrie NSW continues to connect, support and integrate Aboriginal and Torres Strait Islander business within our organisation.

Supporting Indigiearth by incorporating aboriginally made and inspired products into our centres and offices.

Gowrie NSW has also been proactively looking for work/training opportunities and has sought the services of (AES Redfern) Aboriginal Engagement Strategy CEO to assist.

Creating and attending events to unify our communities

As an organisation, we feel events in the community are an important element in our RAP journey and we will continue to plan internal events as well as support external events. Previously, for National Reconciliation Week, we invited Auntie Millie (Aboriginal activist Millie Ingram) to share her story and experience regarding Reconciliation with Gowrie NSW employees. Other events have included:

- Gowrie NSW Erskineville ECEC Centre children and staff attending National Aboriginal and Torres Strait Islander Children's Day with Wunanbiri Preschool.
- Participating in NAIDOC celebrations with a stall at the Family & Community Day at the National Centre for Indigenous Excellence.
- Our Centre Managers and Educators attending events such as the Blak Market at Barangaroo to source resources for their educational programme.

Offering our knowledge and continuing to learn from Michelle Hamilton, our Aboriginal and Torres Strait Islander Inclusion Hub Manager, presented at the Early Childhood Australia 2018 Conference speaking about 'Being a reflective leader and making a difference'. Michelle Hamilton's professional profile is included on page 3.

Gowrie NSW Professional Learning Programme engaged Wiradjuri artist Joanne Cassidy to facilitate a series of workshops for early childhood educators. During the workshops, Joanne shared personal stories with educators.

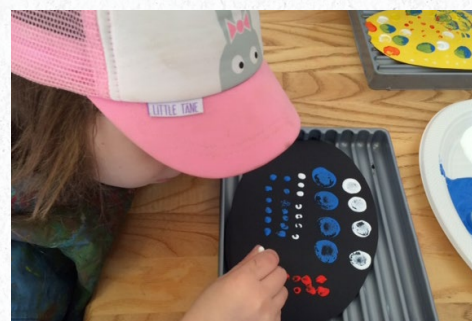


Our Journey

Throughout our RAP journey we have begun to introduce more opportunities for our staff, families and communities to participate in reconciliation activities. Here are the changes we have implemented into Gowrie NSW so far:

- Implementation of Acknowledgement of Country across the organisation and all our early and middle childhood services.
- Ongoing engagement of professional development opportunities for all staff of Gowrie NSW including MHC Consultancy (Aboriginal Early Childhood Consultant) and Redfern Walking Tour.
- We collaborate with local Elders to provide Welcome to Country & smoking ceremonies during significant events.
- Gowrie NSW will continue to develop an understanding and knowledge of Aboriginal and Torres Strait Islander cultures, families and communities.
- All staff are provided information and opportunity to engage in significant events celebrated and/or acknowledged across communities.
- Inclusion of "Aboriginal & Torres Strait Islander persons encouraged to apply" for job advertisements.
- Subscription to the Koori Mail newspaper.
- OSHC programs have also sourced reputable resources to recognise key dates throughout the year e.g. Narragunnawali: Reconciliation in Education program.
- 'Linda's language lesson' at the Ryde OSHC program discuss a new word each day and currently the children are exploring different Aboriginal and Torres Strait Islander languages and words.

We have found that previously members of our teams throughout Gowrie NSW didn't feel confident exploring Aboriginal and Torres Strait Islander cultures as they were unsure about how to do it respectfully. The more we introduce into our organisation the more our teams are engaging and seeking out information for themselves.





RELATIONSHIPS

Gowrie NSW has a deep commitment to further develop and promote a culturally appropriate understanding of Aboriginal and Torres Strait Islander peoples, throughout the education and care sector.

Gowrie NSW is highly motivated and devoted to enhancing and expanding our program focus areas to ensure our clients are providing a holistic and inclusive approach to the education and understanding of our Aboriginal and Torres Strait Islander communities whether practicing in urban, rural or remote areas.

Focus area: Partnerships, Consultation, Education and Mutual Learning.

Action	Deliverable	Timeline	Responsibility
1. Build relationships through celebrating National Reconciliation Week (NRW).	Organise at least one internal event for NRW each year.	27th May - 3 June 2022, 2023	Marketing Manager
	Register our NRW event via Reconciliation Australia's NRW website.	27th May - 3 June 2022, 2023	CEO
	Support an external NRW event.	27th May - 3 June 2022, 2023	Marketing Manager
	Ensure our Working Group members participate in an external event to recognise and celebrate NRW.		CEO
	Encourage staff and senior leaders to participate in external events to recognise and celebrate NRW.	27th May - 3 June 2022, 2023	Education Hub Manager
	Download Reconciliation Australia's NRW resources and circulate to staff.	27th May - 3 June 2022, 2023	Marketing Manager
2. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders.	August 2021	Aboriginal & Torres Strait Islander Inclusion Hub Manager and HR Manager
	Meet with local Aboriginal and Torres Strait Islander peoples to develop guiding principles for future engagement.	August 2021	CEO Manager, Education Hub Manager
	Develop joint voices/partnerships to support and build community capacities.	September 2021	CEO and Aboriginal & Torres Strait Islander Inclusion Hub Manager
3. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	Implement and review a strategy to communicate our RAP to all internal and external stakeholders.	December 2021	Marketing Manager
	Promote reconciliation through ongoing active engagement with all stakeholders.	October, December 2021, March, June, September, December 2022 March, June 2023	Marketing Manager
	Include RAP updates on quarterly staff meeting agenda.	October, December 2021, March, June, September, December 2022 March, June 2023	Marketing Manager

	Communicate RAP progress to internal and external stakeholders through the Gowrie NSW newsletter, YAMMER and social media platforms.	October, December 2021, March, June, September, December 2022 March, June 2023	Marketing Manager
	Communicate our commitment to reconciliation publicly.	August 2021	Marketing Manager
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	August 2021	CEO and Marketing Manager
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation, including Reconciliation NSW.	August 2021	CEO
	Develop a relationship with Reconciliation NSW	October 2021	Executive Director, Pedagogy
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	October 2021	HR Manager
	Develop, implement and communicate an anti-discrimination policy for our organisation.	September 2021	HR Manager
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	October 2021	HR Manager
	Educate senior leaders on the effects of racism.	December 2021	Aboriginal & Torres Strait Islander Inclusion Hub Manager



RESPECT

Gowrie NSW recognises that Aboriginal and Torres Strait Islander peoples are the First Australian people and through this Reconciliation Action Plan our organisation will verify, uphold and apply Aboriginal and Torres Strait Islander cultural protocols such as Welcome to Country or Acknowledgment of Country. Gowrie NSW is devoted to a holistic approach to respect all cultures.



Focus area: Protocols, Cultural Understanding.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Provide opportunities to participate in professional learning regarding cultural competence (including online, face to face workshops or cultural immersion).	October 2021	Education Hub Manager
	Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training.	August 2021	Education Hub Manager and HR Manager
	Provide opportunities for RWG members, RAP champions, HR managers and key leadership staff to participate in formal and structured cultural training.	September 2021	Education Hub Manager, Aboriginal & Torres Strait Islander Inclusion Hub
	Identify cultural learning requirements specific to our staff's training need with consideration of different levels of qualification and experience.	December 2021	Manager and HR Manager
	Include Aboriginal and Torres Strait Islander cultural learning component in induction procedure for all new staff.	August 2021	HR Manager
	Conduct a review of cultural learning needs within our organisation.	November 2021	Education Hub Manager, Aboriginal & Torres Strait Islander Inclusion Hub Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	December 2021	CEO, Manager Education Hub
	Develop, implement and communicate a cultural learning strategy for our staff.	January 2022	Executive Director, Pedagogy
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Redistribute and communicate the cultural guidance information for Acknowledgement of Country, advertising and Welcome to Country protocols to increase staff's understanding of the purpose and significance behind cultural protocols.	August 2021	General Manager – EEC & OSHC Aboriginal & Torres Strait Islander Inclusion Hub Manager
	Review a list of key contacts for organising Welcome to Country and maintaining respectful partnerships across all local communities we operate.	September 2021	General Manager – EEC & OSHC

	Include Acknowledgement of Country at the commencement of all important, internal and external meetings.	August, December, 2021, 2022	CEO
	Conduct an audit to ensure display of an Acknowledgment of Country is present at each site.	September 2021	General Manager EEC, OSHC, ELCs
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	October 2021	Aboriginal & Torres Strait Islander Inclusion Hub Manager
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	27 May – 3 June 2022, 2023	CEO
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Provide opportunities for all Aboriginal and Torres Strait Islander staff and children from Gowrie NSW services to participate with their cultures and communities during NAIDOC Week.	July 2022, 2023	CEO
	Ensure all staff participate in NAIDOC week.	July 2022, 2023	CEO
	Hold an internal or external NAIDOC Week event in consultation with local Aboriginal and Torres Strait Islander stakeholders.	July 2022, 2023	CEO
	Support an external NAIDOC Week community event.	July 2022, 2023	CEO
	RAP Working Group to participate in an external NAIDOC Week event.	July 2022, 2023	HR Manager
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	July 2022, 2023	Marketing Manager
	Promote and encourage participation in external NAIDOC events to all staff.	July 2022, 2023	CEO
8. Celebrate Aboriginal and Torres Strait Islander dates of significance.	Seek to hold an event for National Aboriginal & Torres Strait Islander Children's day.	August 2021, 2022	Executive Director – Pedagogy
	Provide access to staff to attend activities for National Aboriginal & Torres Strait Islander Children's day.	August 2021, 2022	Executive Director- Pedagogy
	Encourage staff to attend events for National Sorry Day.	May 2022, 2023	Executive Director - Pedagogy
	Identify events to go into our calendars and share throughout the year, including background information of the events.	May, July, August 2022, 2023	CEO Marketing Manager

9. Engage Early Childhood Education and Care services (ECEC) in ongoing cultural learning to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures histories and achievements.	Provide cultural learning opportunities for mainstream early childhood centres.	October 2021	CEO, Aboriginal & Torres Strait Islander Manager MR/MH
	Explore opportunities to incorporate Aboriginal and Torres Strait Islander cultural learning into Gowrie NSW's childcare centres.	February 2022	Executive Director - Pedagogy
	Encourage Gowrie ECEC to develop and/or review their RAP's using the Narragunnawali: Reconciliation in Schools and Early Learning online RAP builder.	October 2021	General Manager EEC, General Manager OSHC
10. Create a culturally safe and welcoming environment for Aboriginal and Torres Strait Islander staff and visitors on Gowrie sites.	Include an Acknowledgement of Country statement in staff email signatures and on the Gowrie NSW website.	August 2021	Marketing Manager
	Include an Acknowledgement of Country statement in Gowrie NSW publications.	October 2021	Marketing Manager
	Conduct an audit across all sites of Aboriginal and Torres Strait Islander artwork and resources to ensure they display the appropriate acknowledgement.	August 2021	Marketing Manager
	Set up protocols for commissioning Aboriginal and Torres Strait Islander artwork.	February 2022	CEO
	Create access to culturally respectful materials and resources.	August 2021	Manager, Education Hub



OPPORTUNITIES

Gowrie NSW is committed to building a culturally diverse and inclusive workforce by identifying opportunities with Aboriginal and Torres Strait Islander people for building respect towards a better Australia.

Focus area: Networking, Professional Learning and Employment.

Action	Deliverable	Timeline	Responsibility
11. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Create a culturally safe environment in our workspaces by encouraging all staff to engage with the RAP and on-going professional learning.	October 2021	CEO, Manager – Education Hub
	Advertise vacancies in Aboriginal and Torres Strait Islander media and via recruitment agencies where appropriate.	September 2021	HR Manager
	Collect information from our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities.	September 2021	HR Manager
	Review all job advertisements to include the phrase “Aboriginal and Torres Strait Islander people are encouraged to apply”.	August 2021	HR Manager
	Review possibilities for work experiences programs for students.	September 2022	HR Manager
	Review opportunities for Aboriginal and Torres Strait Islander trainees at Gowrie NSW.	September 2021	HR Manager
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development. strategy.	January 2022	HR Manager & Aboriginal & Torres Strait Islander Inclusion Hub Manager
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	February 2022	HR Manager
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2022	HR Manager
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	June 2022	CEO
12. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review procurement policies and procedures to identify barriers to Aboriginal and Torres Strait Islander businesses to supply our organisation with goods and services.	May 2022	Financial Controller

	Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.	December 2021	Financial Controller
	Develop one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business.	February 2022	Financial Controller
	Investigate Supply Nation membership with regard to procurement opportunities.	August 2022	Financial Controller
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	June 2022	Marketing Manager
	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	March 2022	Financial Controller
13. Promote Narragunnawali: Reconciliation in Education to staff and external stakeholders.	Promote Reconciliation Australia's Narragunnawali: Reconciliation in Education program to all early learning services in our network and encourage these schools to develop their own RAPs via the Narragunnawali platform.	November 2021, May, November 2022	Manager – Education Hub
	Encourage all staff to engage with the professional learning (including webinar) resources available via Reconciliation Australia's Narragunnawali: Reconciliation in Education online platform.	October, 2021, 2022	Manager – Education Hub
	Encourage all staff/all early learning services in our network to sign up to the Narragunnawali News mailing list.	December 2021	Manager – Education Hub
	Host an appropriate links to Reconciliation Australia's Narragunnawali: Reconciliation in Education platform on our website.	October 2022	Marketing Manager
	Collaborate with Reconciliation Australia's Narragunnawali team to identify opportunities for strengthening the connections between Narragunnawali professional learning/ RAP development processes and Teacher Accreditation/ Quality Improvement Planning processes.	November 2022	CEO / Aboriginal & Torres Strait Islander Inclusion Hub Manager
	Nominate early and middle childhood services within our network who have shown exceptional commitment to reconciliation for 2022 Narragunnawali Awards round.	November 2021	Manager – Education Hub
	Help promote and encourage early and middle childhood services within our network who have shown exceptional commitment to reconciliation to apply for 2022 applicable Narragunnawali Awards round.	March 2022	Marketing Manager



TRACKING PROGRESS AND REPORTING

Action	Deliverable	Timeline	Responsibility
14. Gowrie NSW RAP Working Group (RAPWG) actively monitors RAP development and implementation of actions, tracking progress and reporting.	Oversee the development, endorsement and launch of the RAP.	August 2021	CEO
	Ensure Aboriginal and Torres Strait Islander peoples are represented on the RAPWG.	August 2021	CEO
	Meet at least quarterly to monitor and report on RAP implementation.	August, November 2021 February, May, August, November 2022	Aboriginal & Torres Strait Islander Inclusion Hub, Manager and HR Manager
	Review and update Terms of Reference for the RAPWG.	August 2021	Aboriginal & Torres Strait Islander Inclusion Hub Manager
	Develop and distribute an expression of interest to join the RAPWG to key Aboriginal and Torres Strait Islander peoples within our sphere of influence.	August, December 2021 , 2022	Aboriginal & Torres Strait Islander Inclusion Hub Manager
	Establish an external Aboriginal and Torres Strait Islander Advisory Group to provide cultural advice and guidance.	August, December 2021 , 2022	Aboriginal & Torres Strait Islander Inclusion Hub Manager
15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	September, 2021,2022	CEO
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	CEO
	Meet quarterly to review RAP.	November 2021 February, May, August, November 2022	CEO
	Report RAP progress to all staff and senior leaders quarterly.	November 2021 February, May, August, November 2022	CEO
	Publicly report our RAP achievements, challenges and learnings, annually.	December 2021 , 2022	Marketing Manager
16. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	August 2021	CEO
	Engage our senior leaders and other staff in the delivery of RAP commitments.	August 2021	CEO
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	August 2021	CEO
	Appoint and maintain an internal RAP Champion from senior management.	August 2021	CEO
17. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	January 2023	CEO



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