# INNOVATE
## RECONCILIATION ACTION PLAN

RECONCILIATION
ACTION PLAN
INNOVATE

TeamKids respectfully acknowledges all Traditional owners across Australia and recognises all First Nations Peoples as the Custodians of the Lands, skies and waterways on which we live, learn and play.

We pay our respect to Elders past and present.

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# A MESSAGE FROM RECONCILIATION AUSTRALIA'S CEO KAREN MUNDINE

Reconciliation Australia commends TeamKids on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for TeamKids to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, TeamKids will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

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

Implementing an Innovate RAP signals TeamKids readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations TeamKids on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**
*Chief Executive Officer*
*Reconciliation Australia*

# A MESSAGE FROM OUR FOUNDING DIRECTOR SAM

As the founder of TeamKids, I am both honoured and humbled to introduce our inaugural Reconciliation Action Plan. This document represents a significant milestone in our ongoing commitment to fostering equity, representation, and empowerment for Indigenous communities across Australia.

For me, this RAP signifies far more than just a strategic initiative. It embodies a passionate belief in the inherent rights, cultural richness, and untapped potential of our Aboriginal and Torres Strait Islander brothers and sisters. It's a tangible testament to our dedication to righting historical wrongs and shaping a future where every individual is afforded equal opportunities, regardless of their background.

TeamKids journey toward reconciliation is just beginning, but it is one that resonates deeply within me. It's a journey rooted in the principles of justice, education, and solidarity—a journey I am unwaveringly committed to. We recognize that this plan is not a destination but just the start of a series of purposeful steps toward a more inclusive and equitable tomorrow.

Education lies at the heart of our commitment. We understand that knowledge is the cornerstone of change. Therefore, we strive to not only amplify Indigenous voices but also to learn from them, to listen intently, and to act with purpose.

This RAP is a living testament to what TeamKids stands for. It's of our belief that by working collaboratively, respecting diverse perspectives, and honouring the wisdom of Australia's First Nations people, we can build a society that is remarkable, involved, cherishes equality and celebrates diversity.

Together, we embark on this transformative journey—one that echoes with the spirit of unity and progress. I am resolute in my dedication to making a tangible difference, and I invite each member of TeamKids and the broader community to whom we serve to join me in this collective endeavour.

**Sam Hoath**
*Founding Director - TeamKids*

# OUR VISION FOR RECONCILIATION

*Encompassing the Boonwurrung lands in Southern Victoria up to Yadhaigana land in Northern Queensland and everywhere in between, TeamKids are on a reconciliation journey. TeamKids exists to enrich children's lives and, with this commitment, feel an enormous responsibility to ensure the next generation of Australians grow up with a connection to and understanding of the oldest living cultures on earth, that of First Nations Peoples.*

Through TeamKids ever-growing network of 45,000 families, 2,500 educators and 220 school partnerships, we believe we can meet that responsibility by walking together with our families, children, and communities.

Our vision for reconciliation is an equitable, unified Australia that learns from and champions the rich and diverse culture of our Aboriginal and Torres Strait Islander peoples. It recognises the intrinsic connection that Aboriginal and Torres Strait Islander peoples have with Country, honours their lived experiences, and conveys a deep respect for their ancient wisdom.

Our mission is to provide a culturally safe, nurturing, and inclusive environment for Aboriginal and Torres Strait Islander staff, children, and families to feel a sense of belonging and strong connections with community, and Country.

We will ensure Aboriginal and Torres Strait Islander children are recognised as the creators, thinkers, and doers of today and tomorrow and dedicate ourselves to helping amplify their voices, contributions, and histories of Indigenous Peoples.

TeamKids provides a pathway that fosters cultural awareness, respect, and collaboration, empowering children to become agents of positive change.

TeamKids celebrates Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia and the Traditional Custodians of the lands, skies, and waterways on which we live. This respect is woven and embedded into everything we do.
We strive to instil First Nations cultures and perspectives in our routines, programming, teaching, environments, and training. TeamKids supports First Nations businesses through our procurement practices and planned experiences to ensure equitable partnership opportunities with TeamKids.

We understand that our Reconciliation Action Plan is a living document that is constantly growing. TeamKids is committed to continuous learning throughout this process to embed reconciliation principles into our practices, curriculum, and interactions, nurturing a sense of belonging, compassion, collaboration, and reconciliation for all.

# OUR BUSINESS

***TeamKids exists to enrich children's lives***. We are proud to be an 'Employer of Choice' in the OSHC Industry. TeamKids currently partners with 220 schools in Victoria, ACT, NSW, and Queensland to deliver remarkable Before, After and School Holiday Programs.

Our enrichment reach grows each year as we partner meaningfully with more schools. All of this is done with a sustainable growth plan that doesn't compromise the quality of programming for the children in our care.

We employ over 2500 staff, with 94 staff based at our head office in Melbourne. Most of our staff members are a part of our amazing Operations and Educator Teams.

TeamKids is an equal-opportunity employer. We take our 'positive duty' seriously and provide a culturally safe environment and inclusive workplace.

As diversity is a part of our everyday workplace culture, we do not keep records of the backgrounds of our employees. TeamKids facilitates culturally responsive strategies, one of which is a working group that promotes equality and strengthens our inclusive and culturally diverse OSHC programs.

One of the important strategies of the working group is the ongoing development of the TeamKids Reconciliation Action Plan (RAP).

Through the culturally safe environment of the working group, as a natural extension of our workplace, we are honoured that two of our working group members were comfortable in identifying themselves as Aboriginal peoples.

# GEOGRAPHICAL REACH

Our organisation's geographic reach encompasses regional areas within our state operations, such as Geelong in Victoria, Toowoomba in Queensland, Kanwal and the Hunter Valley in New South Wales. We have a very strong state presence in the Capital Cities of Melbourne, Sydney, Brisbane, and Canberra.

TeamKids is growing our national reach with our partnerships and as a member of OSHCA, the Outside School Hours Council of Australia.

TeamKids has recently launched the inclusive TK shop, which is a range of carefully considered and sourced Educational and Inclusive resources for children to learn skills, build confidence, and find new ways to interact. The TK shop, which provides opportunities to First Nations Businesses and for children to learn from diverse cultural contexts that build awareness, is an innovative part of our national reach as an organisation.

TeamKids has five office locations: Our Head Office at Braeside in Melbourne and Interstate offices in ACT, NSW and QLD.

- TeamKids Head Office- Braeside VIC
  ***Bunarong Country of the Kulin Nation***
- Canberra Office, Belconnen ACT
  ***Ngunnawal Country***
- Sydney Office, Alexandria NSW
  ***Gadigal Country of the Eora Nation***
- Toowoomba Office, Toowoomba QLD
  ***Barunggam Country***
- Brisbane Office, Brisbane QLD
  ***Yuggera Country***

# SPHERE OF INFLUENCE

TeamKids offers a unique contribution to engaging Australians toward reconciliation, as our Sphere of Influence covers a large expanse of Country, encompassing the Boonwurrung Lands in Southern Victoria up to Yadhaigana Lands in Northern Queensland and everywhere in between. Therefore, we believe our organisation is responsible for engaging our sphere of influence by communicating our commitment to reconciliation with our stakeholders and encouraging pathways to positively impact advancing reconciliation.

TeamKids Internal and External Stakeholders include
Traditional Custodians and Local Elders of the Countries in which our programs and workplace operate
Business Owners
Executive and Management
Head Office and Field Staff
Families and Children that attend our services
Suppliers, Principals, Schools and their wider Communities
P&C Leadership, School Council, Procurement of Schools, Australian Children's Education and Care Authority (ACECQA), State and National Regulatory Authorities, Commission for Children and Young People (CCYP), Inclusion Support Agencies, TeamKids Shop, Mass Media, Socials, OSHCA – Outside School Hours Council of Australia, First Nations Businesses and Learning Centres, Industry Business Leaders, Excursion and In-house Providers.

# OUR RAP

TeamKids is committed to developing a Reconciliation Action Plan as we recognise this as an important step in working toward a reconciled Australia.

We aim to provide a framework for our organisation that represents our ongoing commitment to fostering equity, representation and empowerment of First Nations Peoples. This objective is supported by respectful relationships with Aboriginal and Torres Strait Islander peoples and by providing a culturally safe environment for the children in our care, their families, and our employees.

Education lies at the heart of our commitment. We understand that knowledge is the cornerstone of change. Therefore, we can increase our understanding and appreciation of Aboriginal and Torres Strait Islander histories and cultures by honouring the wisdom of Australia's First Nations Peoples.

This will enable us to deliver culturally appropriate OSHC Programs that provide opportunities for Aboriginal and Torres Strait Islander peoples and Businesses as we cultivate a spirit of unity and direct our Sphere of Influence toward progressing reconciliation.

# RAP WORKING GROUP

TeamKids RAP Working Group was established in July 2023 following an expression of interest to all TeamKids employees and consists of employees from various departments. The RAP Working Group works collaboratively towards implementing and embedding RAP action within TeamKids core business activities and processes.

Each of our RAP Working Group members brings a unique perspective and skill set to contribute to the effective implementation of our Innovate RAP and journey towards Reconciliation at TeamKids.

Our Working Group have nominated RAP co-chair's Mena and Laura, and RAP champions Kaylee, James, Jordi, and Sam. Sam is the TeamKids Founding Director and representative on behalf of senior leadership. The RAP co-chairs and champions will be the main connection between our RAP Working Group and the remainder of the business.

Our current RAP Working Group members are:

- **Mena Arsoska** - RAP facilitator- Co-Chair
- **Laura Fittipaldi** - Q&C Officer- Co-Chair
- **Sam Hoath** - Founding Director, Senior Leadership – RAP Champion
- **Kaylee Wandel** - ACT Regional Ops Manager - RAP Champion
- **James Buysen** - National Procurement and Logistics Manager – RAP Champion
- **Jordi Rowley** - DOS Croydon Park – RAP Champion
- **Annette De Groot** - National Q&C Manager
- **Becc Georgiou** - P&C Advisor
- **Sanskriti Mehta** - Vacation Care and Training Coordinator
- **Peta Nelson** - Researcher and Tender Writer
- **Anna Mace** -Staffing Services Manager
- **Bec Sheard** - Child Wellbeing and Inclusion Manager
- **Dakota Robinson** – VIC Educator/Coordinator
- **Sarah Barber** – Senior Q&C Officer
- **Vera Bakharevski** – VIC RM
- **Gemma Forrester** – VIC Educator/Coordinator
- **Liana Molina** – NSW Educator/Inclusion Support Educator
- **Caitlyn Mooney** - DOS Drayton State School

Two of our Working Group members identify as Aboriginal peoples.

# PREVIOUS INITIATIVES AND CURRENT ACTIVIITIES

**Head Office**
TeamKids acknowledges the Traditional Owners of the Lands on which we conduct our business and pays our respects to Elders past and present at our Head Office Meetings and Training Programs. Our Head Office strives to welcome Aboriginal and Torres Strait Islander peoples through the welcoming Aboriginal Art by Jessica Hopcraft of Dhiiyaan Art and our Acknowledgement to Country Plaques by First Nations artist/company Koorie Tales.

TeamKids has established positive relationships with Aboriginal and Torres Strait Islander peoples and businesses. Some of these relationships have been formed at an Individual level. As an organisation, we are expanding our relationships through our RAP Working Group, Procurement, Logistics Partnerships, and Planning Team Partnerships.

The TeamKids RAP Working Group focuses on incorporating First Nations perspectives into our programs, demonstrating our commitment to reconciliation, and creating opportunities for Aboriginal and Torres Strait Islander peoples in the local school community and for the First Nations students in our OSHC Programs.

The RAP Working Group has provided a Reconciliation Action Plan Survey to gain insight into the current understanding and practices at TeamKids services; this initiative is best designed to support services moving forward in the reconciliation journey.

When tendering for school partnerships, TeamKids respectfully acknowledges the Traditional Custodians of the Lands, includes the names of Elders when known, sources information on authentic First Nations Business Excursion and in-house learning providers, and includes information and visual support of First Nations programming and perspectives for the school community

**OSHC Service Level**
Our OSHC Service environments are welcoming for Aboriginal and Torres Strait Islander Children, families, and visitors. Our services display Aboriginal and Torres Strait Islander Flags and Acknowledgement of [RA1] Country Plaques by First Nations artist/company Koorie Tales, Aboriginal Artwork by Dhiiyann Art entitled Special Family, and a variety of First Nations Artwork by the children in attendance at our programs across Australia.

TeamKids services actively participate in community events such as NAIDOC Week, Sorry Day, and National Reconciliation Week [RA3] and engage in experiences with the children in line with My Time Our Place, The National Qualify Framework and the Child Safe Standards.

TeamKids encourages our services to conduct an Acknowledgement of Country and to attend Welcome to Country ceremonies held by the school partnerships . TeamKids provides literacy support, such as Aboriginal Storytime, and we have a First Nations book available to learn Aboriginal Sports and Games across all services.

**Procurement and Logistics Partnerships**
TeamKids is committed to promoting First Nations business and creatives and works to ensure all products/suppliers that are investigated/verified are authentically created by/in partnership with a First Nations individual or company.

Our team has engaged with a number of First Nations businesses and artists including:

- Dhiiyaan Art - Jessica Hopcroft - Since June 2023 - First Nations Artist and Business Owner, supplying furnishings and craft supplies. The Special Family Artwork created by Jess is proudly displayed throughout our OSHC Services, TeamKids Melbourne Head Office, and During our Vacation Care Program, in addition to NAIDOC Week.
- Emro Designs - Since February 2023 - First Nations Owned Company, supplying furnishings
- M&S Textiles - Since April 2023 - First Nations Owned Company, textiles supplier
- Acknowledgement of Country Plaques for all services, produced by Koorie Tales- First Nations Artist/ company.

**Staff Cultural Competency Training**
TeamKids RAP Working Group values the opportunity we had to attend the Aboriginal and Torres Strait Islander Training in cultural awareness, facilitated by proud Bunurong woman Jillian West, who is from Point Nepean and Palawa from the islands of Bass Strait.

An optional training course TeamKids offers on Litmos, available to all staff, is Aboriginal and Torres Strait Islander Inclusion and Cultural Safety, focusing on Aboriginal and Torres Strait Islander inclusion in the workplace. This course includes the history and diversity of Aboriginal and Torres Strait Islander peoples and the outcomes of injustice and exclusion. The course provides practical steps to promote First Nations inclusion and explains why this is important.

Additional Inclusion Learning Course Options include 'The Creating Value Through Diversity and Inclusion - Understanding Diversity and Inclusion Course.'

**Planning Team Current Partnerships**
Our planning team, who are responsible for planning our Vacation care experiences have built relationships with, and partner with First Nations businesses across Australia to deliver both incursion experiences to our programs, as well as providing our children the opportunity to attend excursions to their venues. Our planning team works closely with these partnerships allowing all TeamKids programs to participate in these experiences a minimum once every 12 months. Some of those partnerships are:

- Cultural Infusion (National)- All states -Aboriginal Storytelling Through Art
- Indigenous Infusion
- Eva Jo Edwards- VIC - Aboriginal Storytime with Eva Jo Edwards
- Dreamtime Games- QLD
- CERES – VIC - Indigenous Perspectives Excursion
- Muru Mittigar Aboriginal Cultural Centre- NSW - Muru Mittigar Aboriginal Cultural Centre Excursion
- Wanyara- VIC + NSW - Wanyara: Paint/ Play/ Yarn
- Aboriginal Cultural Immersion- NSW
- Jellurgal Cultural Centre- QLD - Aboriginal Cultural Centre
- Indigenous Explorations
- Didgeridoo Australia- VIC - Ultimate Boomerang Program + Didgeridoo and Beats
- Narana Aboriginal Cultural Centre (Excursion) – VIC - Aboriginal Storytime for Kids
- National Arboretum Canberra- NSW - Culture Quest
- Fun Day Out – NSW - Indigenous Clay Play
- Mainstreet Greenery Fairy Kingdom- VIC -Aboriginal Dot Painting

## ABOUT THE ART

*This artwork "Special Family" is a heartfelt representation of love that exists within families and their surrounding communities. It serves as a tribute to the connections within a family who are there for each other through the good times and the bad.*

*It truly takes a village to raise children and this artwork acknowledges the crucial role that community plays in providing a network of support, understanding, and encouragement.*

*My hope is that this piece serves as a visual representation of the power of love, support and community.*

# ABOUT THE ARTIST

My name is Jess Hopcroft - I am a proud Aboriginal woman that loves sharing and embracing my culture with the world.
I'm happily married with two beautiful daughters living on Wonnarua country (Maitland NSW)

Dhiiyaan Art started as a family collaboration with my father Peter and his wife Samantha, due to full time work commitments they add pieces only when possible.

I was born and raised on Awabakal land with my ancestral family connections with the Barkindji, Ngemba, Gamilaraay-Yuwaalaraay areas of NSW
My art depicts the beauty of nature and it's elements.

I draw inspiration from the beautiful country on which we live, as well as creating art that is reflective of family, community and belonging.
Dhiiyaan Art is a proud member of the Indigenous Art Code, with a membership number of 5758.

Dhiiyaan Art is also a registered business on Supply Nation's Indigenous Business Direct and has met all the requirements
of the NSWICC's Assured Program as an Aboriginal Owned, Operated, and Controlled Business.

**www.dhiiyaanart.com**

# RELATIONSHIPS

TeamKids works to make meaningful connections with and be inclusive of all children and their families in positive learning environments across diverse school communities. Our aim is to progress reconciliation for Aboriginal and Torres Strait Islander peoples by gaining and sharing a better understanding of First Nations Peoples, Countries, and cultures[RA1] . We will achieve this through developing collaborative and respectful relationships between TeamKids, our children, families, and communities.

### FOCUS AREA

Relationships are the basis of our focus to enrich children's lives. TeamKids instil respectful relationships in our culturally safe and inclusive OSHC environment. We are committed to Filling our Gap, providing rich learning experiences in our culturally responsive programs, facilitating connection to Country, and empowering the next generation of First Nations Peoples toward reconciliation.

| Actions | Deliverable | Timeline | Responsibility |
|---|---|---|---|
| 1.Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations. | Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. | September 2024 | RAP Champions, Head of P&C |
| | Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations. | September 2024 | Head of P&C, Child Wellbeing and Inclusion Manager |
| 2. Build relationships through celebrating National Reconciliation Week (NRW). | Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. | May 2025, 2026 | RAP Working Group, National Ops Manager |
| | RAP Working Group members to participate in an external NRW event. | 27 May-3 June 2025, 2026 | RAP Co Chairs |

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|---|---|---|---|
| 2. Build relationships through celebrating National Reconciliation Week (NRW). | Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. | 27 May-3 June 2025, 2026 | Social Committee Chair, RAP Working Group |
| | Organise at least one NRW event each year. | 27 May-3 June 2025, 2026 | RAP Co Chairs , National Ops Manager |
| | Register all our NRW events on Reconciliation Australia's NRW website. | May 2025, 2026 | RAP Champions |
| 3. Promote reconciliation through our sphere of influence | Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce. | August 2024 | Head of P&C, Vacation Care and Training Manager |
| | Communicate our commitment to reconciliation publicly. | August 2024 | Head of Marketing, RAP Champions |
| | Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. | October 2024 | National Ops Manager, Head of Sales and Partnerships |
| | Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation. | January 2025 | RAP Champions, Child Wellbeing and Inclusion Manager |

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| 3. Promote reconciliation through our sphere of influence | Develop a yearbook on children's perspectives of reconciliation | December 2025 | National Q&C Manager, National Ops Manager |
| | Highlight services that are demonstrating exceptional commitment to reconciliation | December 2024 | National Q&C Manager, Head of Marketing |
| | Develop a critical reflection book for Director of Service, Second in Charge, and Educators to document and reflect on their individual services Reconciliation Action commitments. | October 2024 | National Q&C Manager, National Ops Manager |
| 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. | September 2024 | Head of P&C |
| | Develop, implement, and communicate an anti-discrimination policy for our organisation. | August 2024 | Head of P&C National Q&C Manager |
| | Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. | August 2024 | Head of P&C |
| | Educate senior leaders on the effects of racism. | August 2024 | Head of P&C |

# RESPECT

Demonstrating a respect for Aboriginal and Torres Strait Islander cultures, histories knowledge and rights is important for TeamKids as an organisation. We value providing an inclusive environment at all our programs and offices, where Aboriginal and Torres Strait Islander people feel safe and supported. Through providing authentic resources, experiences and education, we will be taking an important step towards understanding, acknowledging, and celebrating Aboriginal and Torres Strait Islander culture, history and rights.

| Actions | Deliverable | Timeline | Responsibility |
|---|---|---|---|
| 5.Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning. | Conduct a review of cultural learning needs within our organisation. From all levels of the organisation | August 2024 | RAP Champions, Vacation Care and Training Manager |
| | Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy. | August 2024 | RAP Co Chairs |
| | Develop, implement, and communicate a cultural learning strategy document for our staff. | August 2024 | Head of P&C Vacation Care and Training Manager |
| | Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning. | August 2024 | Head of P&C, Vacation Care and Training Manager |

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| 5.Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning. | Support employee's both at head office, and in our programs to form a community profile of the cultures, languages and stories of the Aboriginal communities where they live and work | January 2025 | RAP Champions, Child Wellbeing and Inclusion Manager |
| 6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols. | Increase staff's (Everyone's) understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. | December 2024 | RAP Co Chairs, Vacation Care and Training Manager |
| | Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. | December 2024 | Head of P&C National Ops Manager |
| | Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. | August 2024, 2025 | National Ops Manager, Social Committee Chair |
| | Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings at all levels of the organisation | August 2024 | Founding Director, National Ops Manager |
| | Display Acknowledgement of Country plaque in all offices, support offices and services | August 2024 | National Ops Manager, National Procurement and Logistics Manager |

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| 7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week. | RAP Working Group to participate in an external NAIDOC Week event. | July 2025, 2026 | RAP Co Chairs |
| | Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week | June 2025 | Head of P&C |
| | Promote and encourage participation in external NAIDOC events to all staff, children and families | July 2025, 2026 | National Ops Manager, Social Committee Chair |
| 8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating Reconciliation Week | RAP Working Group to participate in an external Reconciliation Week event | 27 May- 3 June 2025 | RAP Co Chairs |
| | Review HR policies and procedures to remove barriers to staff participating in Reconciliation Week | May 2025 | Head of P&C |
| | Promote and encourage participation in external Reconciliation Week events to all staff, children and families | June 2025, 2026 | National Ops Manager, Social Committee Chair |
| | Develop and implement an educational piece on the history of Australia Day in relation to Aboriginal and Torres Strait Islander peoples to be distributed to all TeamKids employees through internal Learning management and Human Resource systems | January 2025 | National Ops Manager, Head of Q&C |

# OPPORTUNITIES

TeamKids recognises that 'reconciliation is a shared responsibility, it's everybody's business' and aims to provide opportunities for our centres and their support networks, to actively participate in reconciliation at both personal and professional levels. We aim to achieve this by offering Cultural Awareness Training, fostering professional development, improving employment outcomes, and facilitating opportunities to participate in cultural events. This approach ensures that reconciliation is embedded through everything we do at TeamKids.

TeamKids acknowledge the significant role we can play in promoting better outcomes in health and wellbeing, as well as education, training and engagement with Aboriginal and Torres Strait Islander families, our broader community and our industry peers. We aim to action this by harnessing our organisations size and reach, emphasizing reconciliation as a guiding principle across all our business activities and strategic goals.

Furthermore, TeamKids is committed to employment and supplier diversity that promotes collaboration between Aboriginal and Torres Strait Islander peoples and other Australians. We are equally committed to actively engaging with 100% owned Aboriginal and Torres Strait Islander suppliers. We will use our size and buying power to create opportunities for Indigenous suppliers and job seekers within our existing relationships and opportunities moving forward in this RAP and beyond. All suppliers currently providing goods and services to TeamKids are encouraged to support our commitment to the RAP so we can create new opportunities to progress reconciliation together.

### FOCUS AREA

At TeamKids, we work to create opportunities for Aboriginal and Torres Strait Islander peoples to enrich and empower diverse perspectives and strengths. We strive to establish a culturally responsive and safe environment, that nurtures the growth of these opportunities.

TeamKids acknowledges the significance of fostering meaningful opportunities for First Nations Peoples and Businesses. In line with this, we have developed a unique initiative, our 'First Nations Creators in the Spotlight' event. This event serves as a comprehensive platform to showcase the exceptional work of First Nations Creators and Artists. It is not just an exhibition but a collaborative learning space facilitating direct engagement with authentic First Nations Creators and their artwork. Moreover, it offers a deeper understanding of Aboriginal and Torres Strait Islander identity.

| Actions | Deliverable | Timeline | Responsibility |
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| 9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development. | TeamKids to provide an opportunity for Aboriginal and Torres Strait Islander peoples to identify their cultural background in their staff records. | August 2024 | Head of P&C |
| | Build an understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. | January 2025 | Head of P&C |
| | Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy. | September 2025 | Head of P&C, Vacation Care and Training Manager |
| | Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. | September 2025 | Head of P&C, Vacation Care and Training Manager |
| | Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. | July 2025 | Head of P&C, Talent Acquisition Manager |
| | Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. | July 2025 | Head of P&C, Talent Acquisition Manager |

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| 10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes. | Develop and implement an Aboriginal and Torres Strait Islander procurement strategy. | September 2024 | National Procurement and Logistics Manager |
| | Investigate Supply Nation membership. | Dec 2024 | National Procurement and Logistics Manager |
| | Further develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. | Dec 2024 | National Procurement and Logistics Manager |
| | Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. | June 2025 2026 | National Procurement and Logistics Manager |
| | Further develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. | November 2024 | National Procurement and Logistics Manager |

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| 11. First Nations Creators in the Spotlight Event- This event serves as a comprehensive platform to showcase the exceptional work of First Nations Creators and Artists. | A meaningful connection to our OSHC Program is developed through inclusive, strengthened, and valued partnerships with our First Nations Creators, creating mutually beneficial partnerships | December 2024 | RAP Working group, Regional Managers |
| | As part of our 'First Nations Creators in the Spotlight' Event, students can submit their original artwork to our Virtual or Physical OSHC Space Gallery and participate in a First Nations Art Class. | July 2025, 2026 | RAP Working group, Regional Managers |
| | Facilitate a event which serves as a comprehensive platform to showcase the exceptional work of First Nations Creators and Artists, as well as showcase artists work across various TeamKids platforms; OSHC Services, our Website, Newsletters to Families, and social media. | June 2025, 2026 | RAP Working group, Regional Managers |

# GOVERNANCE

At TeamKids we work to maintain effective Aboriginal and Torres Strait Islander representation and engagement to drive governance of our daily operations and the ongoing implementation of our RAP goals. This facilitates our shared responsibility and commitment towards Reconciliation across all levels of our organisation.

| Actions | Deliverable | Timeline | Responsibility |
|---|---|---|---|
| 12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP. | Maintain Aboriginal and Torres Strait Islander representation on the RWG. | December 2025 | RAP Co Chairs |
| | Review and apply a Terms of Reference for the RWG. Terms of Reference to be reviewed annually | December 2024 | RAP Co Chairs |
| | Meet at least four times per year to drive and monitor RAP implementation. | April, June, August, October, December 2024, February, April, June, August, October, December 2025 | RAP Co Chairs |

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|---|---|---|---|
| 12. Provide appropriate support for effective implementation of RAP commitments. | Define resource needs for RAP implementation. | January 2025 | RAP Co Chairs , National Procurement and Logistics Manager |
| | Engage our senior leaders and other staff in the delivery of RAP commitments through quarterly updates in Head Office meetings. | April, July, October, January 2025, 2026 | RAP Co Chairs , Founding Director |
| | Define and maintain appropriate systems to track, measure and report on RAP commitments. | August 2024 | RAP Co Chairs |
| | Appoint and maintain an internal RAP Champion from senior management. | August 2024 | RAP Co Chairs Foundi ng Director |
| 13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. | Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence. | June 2025, 2026 | RAP Co Chairs |
| | Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey. | 1 August 2024, 2025 | RAP Co Chairs |
| | Complete and submit the annual RAP Impact Survey to Reconciliation Australia. | 30 September 2024, 2025 | RAP Co Chairs |

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|---|---|---|---|
| | Report RAP progress to all staff and senior leaders quarterly. | February, April, July, October 2024, 2025 | RAP Champions, RAP Co Chairs |
| | Publicly report our RAP achievements, challenges and learnings, annually. | December 2024, 2025 | RAP Champions, Head of Marketing |
| | Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. | March 2025, 2026 | RAP Champions |
| | Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. | December 2025 | RAP Co Chairs |
| 14. Continue our reconciliation journey by developing our next RAP. | Register via Reconciliation Australia's website to begin developing our next RAP. | August 2025 | RAP Co Chairs |

# CONTACT

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TeamKids Head Office in Melbourne is situated on **Bunurong Country, of the Kulin Nation**, at 1-3 Lakewood Boulevard, Braeside VIC 3195. TeamKids acknowledges and respects the traditional custodians of Bunurong Country.

TeamKids Sydney Office is situated on **Gadigal Country, of the Eora Nation**, at Unit A1/35 -39 Bourke Road, Alexandria NSW 2015. TeamKids acknowledges and respects the traditional custodians of Gadigal Country.

TeamKids Queensland Office in Toowoomba is situated on **Barunggam Country**, at 66 Margaret St, Toowoomba QLD 4350. TeamKids acknowledges and respects the traditional custodians of Barunggam Country.

TeamKids Office in Brisbane is situated on **Yuggera Country**, at Level 18, 324 Queen St, Brisbane. TeamKids acknowledges and respects the traditional custodians of Yuggera Country.

TeamKids Canberra Office **Ngunnawal Country** at Level 1, 11-17 Swanston Ct, Belconnen ACT 2617. TeamKids acknowledges and respects the traditional custodians of Ngunnawal Country.