



Koorana Child & Family Services **Reflect Reconciliation Action Plan**

November 2025 - December 2026



ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Traditional Owners of the Land we live and work and pay our respects to Elders past, present and emerging. We recognise their continuing connections and care of Country, and the education they have provided to children for thousands of years.





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KOORANA'S VISION OF RECONCILIATION

Koorana acknowledges that reconciliation is everyone's business and for everyone's benefit.

Different members of Koorana's teams have been engaging with each other in understanding the importance of reconciliation. This foundational step is crucial as it fosters a shared commitment and creates a supportive environment for the journey ahead.

This reflection step supported us to educate ourselves and to open a dialogue, encouraging everyone to acknowledge the importance of having a plan to identify opportunities to support First Nation's communities, promote cultural awareness, and address inequalities.

The purpose of the Reconciliation Action Plan for Koorana is to increase our connections to the local Aboriginal and Torres Strait Islander peoples, improve our practices to be respectful and open to the communities, and improve our understanding of issues which affect reconciliation.

By embedding these principles into our organisational culture, we strive to create a more inclusive, aware, and equitable environment for all.

Photo reference: Koorana Croydon St. Preschool NAIDOC Week activities





OUR RAP ARTIST: BIANCA CALDWELL

Bianca Caldwell is a proud Wiradjuri woman from Narromine, now based in Sydney. She is the founder of Wiradjuri Dreaming, established in January 2019, through which she delivers cultural workshops and creates vibrant murals celebrating Aboriginal heritage and storytelling.

Since 2017, Bianca has worked with the NSW Department of Education as an Aboriginal Community Officer, a role she continues to hold while expanding her work into early childhood education.

She partners with educators to embed Aboriginal perspectives into preschool programs, helping young children connect with culture in meaningful ways.

Through her workshops, Bianca offers a range of hands-on cultural experiences, including ochre painting, sand art, symbols, weaving, storytelling, and totems, giving every child the opportunity to learn through creativity and connection to Country.

“ We extend our sincere gratitude to Bianca for her meaningful collaboration and the creation of an artwork that respectfully honours First Nations peoples and thoughtfully represents Koorana’s ongoing commitment to children, families, and community. ”

OUR RAP ARTWORK

This artwork was specially created to represent the heart of our community – our families.

At its centre is a golden circle symbolising the community and the families who form the core of Koorana. Surrounding the centre are smaller dots, representing individual families connected by shared purpose, support, and belonging.

Encircling these dots are the 'U' shapes, which symbolise mothers. Each shape varies in size, acknowledging that every mother and caregiver's journey is unique – shaped by different experiences, challenges, and stages of motherhood.

Radiating outward from the centre are flowing lines, representing the diverse family journeys that extend in many directions. These pathways recognise that every family's story is distinct, and each journey contributes to the broader fabric of our community.

The circular patterns at the top and bottom of the artwork represent weaving baskets, a symbol of strength, creativity, and connection. They signify how families, parents, and mothers weave their own stories and nurture their children in ways that are ever-growing and evolving. Some of the baskets are incomplete, reflecting that each family's journey is ongoing – always learning, adapting, and shaping the next generation.



A MESSAGE FROM OUR CEO AND COO



Morgan A. Fitzpatrick
Chief Executive Officer
Based on Dharawal Country



Jacqui Myers | RAP Champion
Chief Operating Officer
Based on Dharawal Country

We are pleased to present the development of our first Reflective Reconciliation Action Plan.

This is an important milestone for Koorana which we have invited our team to join and lead in. As two leaders who have both learned of their Indigenous heritage later in life (Morgan being Native American and Jacqui being Aboriginal Australian), we are keen to bring to the forefront the important value of First Nations history, knowledge and experience. And ensure the ongoing value of our First Nations staff and partners is celebrated and uplifted at Koorana.

Too often, the voice of our Indigenous histories are forgotten, and their value not recognised. We are excited to embark on this journey as an organisation and as individuals to ensure that is not the case at Koorana.

We look forward to the partnerships and relationships that we can build through this process, and the work we can do to better to reflect and respect the histories, customs and traditions of our First Nations peoples.

We are honoured to work alongside Reconciliation Action Australia on this journey and grateful for their guidance. We are also very grateful for the leadership of our internal Reconciliation Action Plan Working Group; their dedication in sharing our vision and helping to bring this to life is appreciated beyond measure.

Morgan Fitzpatrick
Koorana | Chief Executive Officer

Jacqui Myers
Koorana | Chief Operations Officer



STATEMENT FROM CEO OF RECONCILIATION AUSTRALIA

Reconciliation Australia welcomes Koorana Child & Family Services to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Koorana Child & Family Services joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

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The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line

with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.



STATEMENT FROM THE CEO OF RECONCILIATION AUSTRALIA

This Reflect RAP enables Koorana Child & Family Services to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Koorana Child & Family Services, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia





Photo reference: Koorana Playgroups Awareness and Appreciation of Local Aboriginal Knowledge Program

ABOUT KOORANA

Koorana has experience supporting children and their families since 1976. We guide families to have supportive connections, discover possibilities and participate to their full potential in all aspects of family and community life. We provide a variety of community and venue-based services including:

- early Intervention and allied health;
- community preschools;
- supported playgroups and support for families not attending early childhood education; and,
- professional development and capacity building.

We support families and professionals across the Inner West, Southwest, Southeast and Southern areas of Sydney. Koorana is a registered NDIS provider, and we offer a range of settings/styles to best suit families' personal needs.



ABOUT KOORANA

Koorana has established trusted and strong partnership within the community and the Government. We are a child safe organisation, and we are committed to advocate for the children and young people's safety and wellbeing. Our commitment to child safety is demonstrated through our practice, policies, procedures, and ways of doing.

At present, we are aware of one staff member who identifies as an Aboriginal and/or Torres Strait Islander peoples. As part of this RAP, we are committed to exploring culturally respectful and appropriate ways to better understand and support this aspect of our organisation.

Koorana's head office is located in the Bediagal Country (Belmore, NSW) and provides services such as Early Intervention and Allied Health Services, Preschools and Family and Support Programs. We also have a -service point- located in the Dharawal Country (Miranda, NSW).

Our Team



ABOUT KOORANA



> Our Vision

All children of all abilities have the opportunity to explore all possibilities in safe, supportive and inclusive environments.

> Our Purpose

We empower children and their families through the provision of high-quality services and a collaborative partnership with community supports.

> Who We Support

Children and young people of all abilities
Families of all cultures & backgrounds.

> Our Core Values



Inclusion



Collaboration



Child and Family Centred



Continuous Improvement



Accountability

Photo reference: Koorana Phillip St.
Preschool NAIDOC Week activities



OUR JOURNEY TO REFLECT RAP

Commitment to Reconciliation

At Koorana, we recognise that reconciliation is a collective journey that benefits all members of our community. Our Reflect Reconciliation Action Plan (RAP) sets out our commitment to fostering meaningful relationships with Aboriginal and Torres Strait Islander peoples and enhancing our understanding and respect for their cultures, histories, and contributions. By engaging deeply with local First Nations communities, we aim to create an inclusive environment that celebrates diversity and promotes equity.

Developing Our Reflect RAP

Reconciliation has been a key focus at Koorana, and we have embarked on the journey to develop our Reflect RAP since July 2023. In the last year, Koorana established the RAP working group to guide and lead the development of our organisational RAP.





OUR JOURNEY TO REFLECT RAP

This group includes representatives from each business area, including:

- Executive Team
- Corporate
- Preschools
- Playgroups/Start Strong Pathways/CCFI
- Early Intervention and Allied Health

The activities of this group include:

- Formulate a clear and comprehensive approach to guide the development of our RAP.
- Engage with local Aboriginal and Torres Strait Islander communities to gather insights and inform the development of our RAP.

- Reflect on Koorana's current practices to ensure that our RAP is developed in a meaningful and authentic way.
- Oversee the implementation of the RAP and monitoring our progress.
- Conduct extensive research and gather feedback from various resources and stakeholders, to inform the RAP.
- Acknowledge and celebrate key milestone in our reconciliation journey as an organisation.
- Regularly review and update the RAP to ensure it remains effective and relevant.
- Monitor RAP implementations
- Work towards improving our practice as we go through different stages of the reconciliation journey.

Current Activities and Partnerships

Koorana has implemented a variety of impactful activities:

- We have defined an Acknowledgment of Country that is now a standard practice at all our meetings, ensuring continuous recognition and respect for the Traditional Owners of the land.
- We have delivered an Awareness and Appreciation of Local Aboriginal Knowledge program, led by Uncle Jimmy from the Erambie mission Mob, in the Cowra LGA of NSW, to educate our families attending the Supported Playgroups.



Photo reference: Art and First Nations
Exploration Station at Koorana Family Fun Day

OUR JOURNEY TO RAP REFLECTION

- In our early childhood education services, we offer activities such as art, story telling of Dreamtime narratives, and provide materials and resources to help children connect with Country.
- Ongoing service level partnerships with Deadly Ed.
- Collaboration with Rebecca Cawthorne, an artist from the Wiradjuri Mob to design and paint the preschool street library.
- Applied for the Quality and Participation grant from the Department of Education to fund services in purchasing Aboriginal and Torres Strait Islander educational resources.
- The opening of our new head office was a significant event, starting with a Smoking Ceremony and our Acknowledgment of Country, further cementing our commitment to First Nations cultures and traditions.
- We recognise and celebrate significant First Nations dates and events through various channels, such as internal communications and social media.





THREE PILLARS OF OUR RAP

Koorana acknowledges that Reconciliation Australia's RAP Framework provides organisations with a structured approach to advance reconciliation and support the national reconciliation movement.

Respect

Respect is at the core of Koorana's framework. We are dedicated to engaging with, learning from, and advocating alongside Aboriginal and Torres Strait Islander peoples. Our commitment is demonstrated through monthly Working Groups, which engage and develop staff and leaders on the importance of reconciliation.

We recognise the importance of establishing and maintaining trust, acknowledging that relationships with Aboriginal and Torres Strait Islander peoples are intergenerational. Koorana supports Reconciliation Australia's Vision of reconciliation, which is measured across five dimensions: historical acceptance; race relations; equality and equity; institutional integrity; and unity.

Relationships

We will build and strengthen our relationships with Aboriginal and Torres Strait Islander peoples, organisations, and communities. By fostering genuine and respectful partnerships, we aim to cultivate mutual understanding and support.

These relationships are essential for creating a safe and respectful environment where the voices and perspectives of Aboriginal and Torres Strait Islander peoples are valued and integrated into our practices. Through ongoing engagement and dialogue, we seek to build trust and work together towards shared goals and vision.

Opportunities

We are committed to creating meaningful opportunities for Aboriginal and Torres Strait Islander peoples within our organisation and the broader community. This commitment encompasses initiatives in creating a safe recruitment and employment process, education, and community engagement initiatives that promote inclusion and equity.



*Photo reference: Art and First Nations
Exploration Station at Koorana Family Fun Day*

WHERE TO NEXT?

Looking ahead, once our Reflect RAP is approved by Reconciliation Australia, we plan to formally launch it with a series of initiatives and events aimed at promoting reconciliation within our community.

Our commitment to reconciliation is ongoing, and we are dedicated to implementing the actions outlined in our Reflect RAP to foster a more inclusive and united community.



ACKNOWLEDGEMENT OF RAP WORKING GROUP

We would also like to acknowledge the hard work and efforts of all our members in the RAP Working Group who have been involved in the development of our Reflect Reconciliation Action Plan.

The organisation gives a special thank you for your commitment, knowledge and wisdom and looks forward to collectively working towards Reconciliation in Australia. We look forward to continuing to work together.



Nicola Hall | Chair
Quality and Risk Business Partner
Based on Dharawal Country



Susana Garcia | Chair
Marketing & Comms Manager
Based on Dharawal Country



Jacqui Myers | RAP Champion
Chief Operating Officer
Based on Dharawal Country



Metta Booth
Head of Early Childhood Education
Services | Based on Dharug and
Gundungurra Country



Elisabeth O'Carroll
Director – Nominated Supervisor
Based on Bediagal Country



Morgan A. Fitzpatrick
Chief Executive Officer
Based on Dharawal Country



Amy Fong
Speech Pathologist
Based on Bediagal Country



Kathy Canty
Community Engagement Manager
Based on Eora Nation



Ashlee Taylor
Facilities & Office Coordinator
Based on Bediagal Country



Helen Nicolaou
Supported Playgroup Educator
Based on Bediagal Country

ACTIONS AND TARGETS



RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. 	November 2025	Marketing & Comms Manager Client Engagement Manager
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	November 2025	Head of Early Childhood Education
	<ul style="list-style-type: none"> Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff. 	November 2025	Marketing & Comms Manager Client Engagement Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	1 June – 5 June 2026	Chief Operations Officer Client Engagement Manager
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	1 June – 5 June 2026	Lead: Chief Operations Officer Support: Head of Early Childhood Education

ACTIONS AND TARGETS



RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all staff. 	November 2025	Lead: Chief Operations Officer Support: Marketing & Comms Manager
	<ul style="list-style-type: none"> Identify external stakeholders that our organisation can engage with on our reconciliation journey. 	November 2025	Head of Early Childhood Education
	<ul style="list-style-type: none"> Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. 	November 2025	Marketing & Comms Manager Client Engagement Manager
	<ul style="list-style-type: none"> Explore opportunities to implement the Narragunnawali program within our Early Learning Services. 	November 2025	Head of Early Childhood Education
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination. 	December 2026	Quality & Risk Business Partner
	<ul style="list-style-type: none"> Conduct a review of People & Quality policies and procedures to identify existing anti-discrimination provisions, and future needs. 	December 2026	People & Quality Manager

ACTIONS AND TARGETS



RESPECT

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learnings.	<ul style="list-style-type: none"> Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. 	March 2026	Lead: Chief Operations Officer and Marketing & Comms Manager Support: Head of Early Childhood Education
	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	March 2026	Head of Early Childhood Education
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	<ul style="list-style-type: none"> Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation’s operational areas. 	November 2025	Lead: Chief Operations Officer Support: Marketing & Comms Manager Quality & Risk Business Partner
	<ul style="list-style-type: none"> Increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	November 2025	Chief Operations Officer Client Engagement Manager



ACTIONS AND TARGETS



RESPECT

Action	Deliverable	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Raise awareness and share information amongst our staff about the meaning of NAIDOC Week. 	May 2026	Marketing & Comms Manager
	<ul style="list-style-type: none"> Introduce our staff to NAIDOC Week by promoting external events in our local area. 	June 2026	Lead: Marketing & Comms Manager Support: Preschool Directors Playgroup Team Leaders
	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	July 2026	Marketing & Comms Manager Quality & Risk Business Partner

ACTIONS AND TARGETS



OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and profession	<ul style="list-style-type: none"> Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation. 	November 2026	People & Quality Manager
	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	November 2025	People & Quality Manager
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses. 	1 June – 5 June 2026	Lead: People & Quality Manager Support: Marketing & Comms Manager
	<ul style="list-style-type: none"> Explore opportunities to attend Aboriginal and Torres Strait Islander Business Fairs. 	1 June – 5 June 2026	Lead: Marketing & Comms Manager Support: Client Engagement Manager

ACTIONS AND TARGETS



GOVERNANCE

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain a RWG to govern RAP implementation. 	January 2026	Chief Operations Officer
	<ul style="list-style-type: none"> Keep up to date the Terms of Reference for the RWG. 	February 2026	Quality & Risk Business Partner
	<ul style="list-style-type: none"> Establish Aboriginal and Torres Strait Islander peoples representation on the RWG. 	February 2026	Chief Operations Officer
11. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	December 2025	Marketing & Comms Manager Quality & Risk Business Partner
	<ul style="list-style-type: none"> Engage senior leaders in the delivery of RAP commitments. 	December 2025	Chief Operations Officer
	<ul style="list-style-type: none"> Maintain a senior leader to champion our RAP internally. 	December 2025	Chief Operations Officer
	<ul style="list-style-type: none"> Define appropriate systems and capability to track, measure and report on RAP commitments. 	November 2025	Chief Operations Officer

ACTIONS AND TARGETS



GOVERNANCE

Action	Deliverable	Timeline	Responsibility
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> 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. 	January 2026	Marketing & Comms Manager Quality & Risk Business Partner
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey. 	July 2026	Chief Operations Officer
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Survey to Reconciliation Australia. 	September 2026	Marketing & Comms Manager Quality & Risk Business Partner
13. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	November 2026	Chief Operations Officer

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