



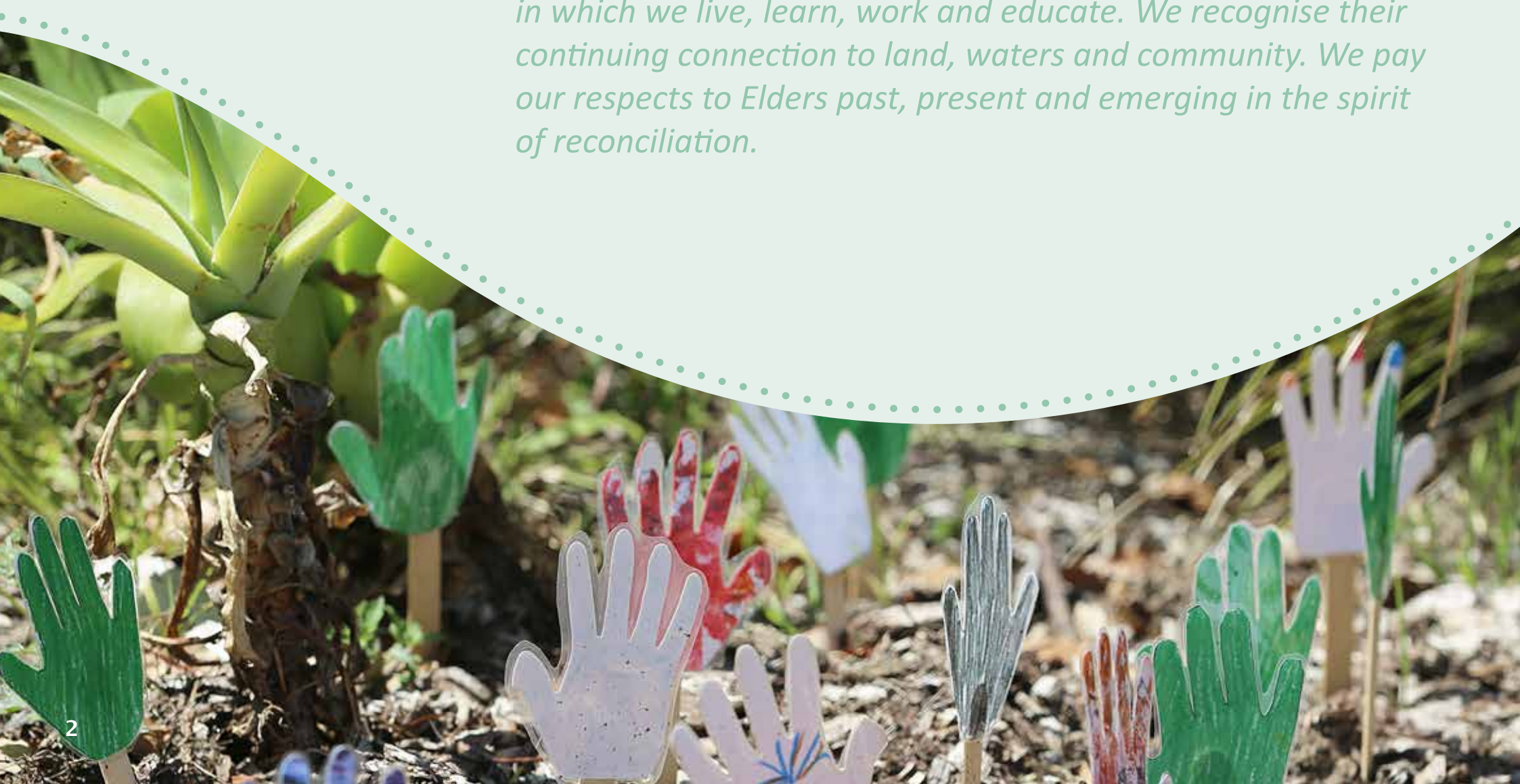
# Reflect Reconciliation Action Plan

November 2020–November 2021



## Acknowledgment of Country

*The Infants' Home acknowledges the Traditional Custodians of this Land, the Gadigal and Wangal peoples of the Eora Nation, in which we live, learn, work and educate. We recognise their continuing connection to land, waters and community. We pay our respects to Elders past, present and emerging in the spirit of reconciliation.*



# Message from Reconciliation Australia



Reconciliation Australia welcomes the Infants' Home Child and Family Services to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

The Infants' Home Child and Family Services joins a network of more than 1,100 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 over 2.3 million people now working or studying in an organisation with a RAP.

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.

This Reflect RAP enables the Infants' Home Child and 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 the Infants' Home Child and 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

## Message from the Chief Executive Officer



I am delighted to present The Infants' Home Child and Family Services' first Reconciliation Action Plan (RAP). This is an important statement of our commitment to the national reconciliation movement and to supporting social change through the early childhood education and family support services we deliver in our community.

Our vision, where each child is given the chance to develop their abilities to meet life's challenges and opportunities, is reflected in this RAP as our organisation acknowledges the social inequities of the past and present, and commits to respectful, inclusive policies and practices through thoughtful and meaningful actions.

This RAP provides a clear framework and outlines practical steps for real action and change with measurable milestones. By taking this structured approach, The Infants' Home is accountable to Reconciliation Australia to deliver a culturally safe service that supports and enhances the best outcomes for Aboriginal and Torres Strait Islander children, families, and communities.

I thank all the stakeholders and The Infants' Home staff members who were involved in developing this RAP. I also thank Reconciliation Australia for their advice and support. As we progress through our reconciliation journey, we welcome community partnerships and staff from across the organisation to be involved in this exciting and important work, and to help develop future RAPs.

The Infants' Home is proud to commit to the reconciliation journey. We look forward to the implementation of our Reflect RAP over the next twelve months knowing that we will be a stronger and more culturally-informed organisation.

Elizabeth Robinson  
Chief Executive Officer  
The Infants' Home Child and Family Services

# About us

The Infants' Home Child and Family Services is a not-for-profit charity that provides award winning integrated early childhood education, family day care, early intervention and clinical services to thousands of children (aged from birth to school age) and their families. Thirty per cent of our onsite services are targeted to supporting children and families living with vulnerabilities or who have additional needs.

Since 1874 The Infants' Home has been a dynamic and innovative organisation, championing the rights of children, women and families, protecting those at risk, and guiding families as they build their strength, skills and confidence to create a more positive future for themselves. Today, The Infants' Home comprises of six integrated childcare centres on site in Ashfield; supported community playgroups; parent education and family support; postnatal clinic; integrated allied health services and Family Day Care support offices which service the Inner West, Eastern suburbs, Southern Sydney, the Lower North Shore and Northern Beaches of Sydney.

In 2019, The Infants' Home employed 76 full time staff, 32 part time and 26 casuals, there are 100 family day care educators in our Family Day Care Sydney Wide scheme and 275 individuals donated 1650 hours of their time, enthusiasm and skills to The Infants' Home through our Corporate Volunteering Program.

Currently no employees have identified as Aboriginal and/or Torres Strait Islander however it is hoped that through the implementation of the Reconciliation Action Plan that Aboriginal and Torres Strait Islander peoples will be encouraged to seek employment with our organisation.

## Our Values

### Integrity

Behaving fairly and ethically, and communicating in an open and honest manner.

### Diversity

Respecting and building on the strengths of differences in their various forms.

### Collaboration

Promoting partnerships with children, families, communities, staff and educators.

### Innovation

Discovering ways to achieve for children.

## Our Role

### What we provide

We provide early education, intervention and other services for young children before they go to school, particularly children and families with vulnerabilities. We do this in an environment in which the value and dignity of every child is recognised.

### What we promote

We promote the interests of children by providing advice to community organisations, the community sector and government.

## Our Vision

### 'Each Child, Every Opportunity'

A society in which each child is given the chance in early childhood to develop their abilities to meet life's challenges and opportunities.

# Our Reconciliation Action Plan

## Our Vision for Reconciliation

The Infants' Home acknowledges Australia's proud, rich and diverse Aboriginal and Torres Strait Islander heritage and recognises the First Nations peoples as the Traditional Custodians of the Land on which The Infants' Home is located: Wangal and Gadigal Land. We acknowledge the social inequities of the past and present, we commit to respectful, inclusive policies and practices through thoughtful and meaningful actions. The Infants' Home vision for this Reconciliation Action Plan is to raise awareness within our organisation by gaining and sharing knowledge, being respectful and inclusive of Aboriginal and Torres Strait Islander cultures, histories and rights. We share this vision with the children and families that access our services.

## Our Commitment to Reconciliation

The Infants' Home is committed to making a meaningful contribution to reconciliation and will contribute to the national reconciliation movement by building strong relationships, respect and opportunities within our organisation and the communities that we serve. We see our RAP as an exciting journey towards supporting social change.

We accept our past as a residential care facility from its founding in 1874 to the early 1970s. Many of the children in our care were adopted or transferred to other institutions when they were of school age. We are aware of children that came to The Infants' Home from the Aboriginal Welfare Board and wish to apologise for and respectfully acknowledge our historical connection to past Government policies and practices that contributed to the suffering of Aboriginal and Torres Strait Islander peoples. We acknowledge the impact this continues to have on Aboriginal and Torres Strait Islander children and families across generations and are committed to delivering culturally safe and respectful services.

The Infants' Home values of integrity, diversity, collaboration and innovation will underpin the development and implementation of the RAP in accordance with our vision; a society in which each child is given the chance in early childhood to develop their abilities to meet life's challenges and opportunities.

The Infants' Home Reflect RAP is endorsed by our Chief Executive Officer, Elizabeth Robinson, has the support of The Infants' Home Board and is registered with Reconciliation Australia. The RAP will be reviewed annually in line with our strategic direction to ensure continual alignment. Commitment to this RAP starts with the Board of Directors and flows through to our Leadership Team, management and staff.

The custodian of our RAP is the RAP Working Group. The RAP Working Group will work closely with all areas of the organisation to guide the execution of the RAP activities and monitor the delivery of the plan. The RAP Working Group will report achievements, challenges and learnings to Reconciliation Australia for inclusion in the RAP Impact Measurement Report.

The Infants' Home RAP is championed by committed individuals at every level of the organisation. We look forward to developing relationships and encourage local Aboriginal and/or Torres Strait Islander member participation in future RAPs.

## Our Reconciliation Journey

The Infants' Home is at the beginning of its reconciliation journey and has developed a Reflect RAP with support from Reconciliation Australia.

In October 2018 The Infants' Home embarked on our RAP journey, the RAP Working Group was established and organisation wide consultation commenced based on the Narragunnawali: Reconciliation in Education program. Collaboratively we reflected on 'what do we currently do to achieve specific actions' and 'what else could we do to achieve specific actions'. It became clear that our organisation was passionate and committed to reconciliation but lacked the foundation and holistic approach to advance our reconciliation journey. After consultation with Reconciliation Australia it was decided that the Reflect RAP framework was best suited to our unique organisation.

The RAP program provides a framework for organisations to support the national reconciliation movement. Reconciliation Australia identified three core pillars of relationships, respect and opportunities, underpinned by governance and reporting practices, individuals, organisations, and communities can turn their good intentions into action to support the national reconciliation movement.

# Our activities and partnerships

The Infants' Home has formed various meaningful partnerships and relationships with both stakeholders and individuals.

## Curriculum

Our Early Learning Centres embed Aboriginal and Torres Strait Islander cultures and histories into the curriculum as outlined in the Early Years Learning Framework. Children and educators participate in Acknowledgment to Land and Country through daily gathering circles, engage in Dreamtime story telling through song, dance, creative arts and nature walks.

## Training

In 2015, all staff participated in cultural competency training, further embedding First Nations perspectives within early childhood education and care (ECEC) programs. Various members of staff have been supported to broaden their understanding on issues related to reconciliation through courses facilitated by organisations such as Koori Curriculum and Reconciliation Symposium, and the Centre for Cultural Competence Australia (CCCA).

From mid-2015 until 2017, staff attended the Aboriginal Consultative Advisory Committee meetings with Ashfield Council, after council amalgamation the format of the meetings were changed and staff were no longer able to attend.

## Partnerships

From 2017 The Infants' Home have connected with Aboriginal Elders who have supported and encouraged our educators to embed Aboriginal and Torres Strait

Islander histories and cultures by teaching the children through experiences with story, song, dance and creative arts and opening key events at The Infants' Home.

For many years The Infants' Home has worked in partnership with the Aboriginal Women and Children's Crisis Service. The service accepts referrals not only for Aboriginal families attending The Infants' Home but also accepts referrals from local services within the Inner West Region of Sydney. An Aboriginal Specialist Case Worker assists Aboriginal women and their dependent children with a range of issues such as, referral and advocacy, case management, domestic or family violence matters, housing, legal and children's issues, and referral to counselling if required.

## Events

The Infants' Home calendar of activities and acknowledgments is reviewed annually, important dates include; National Close the Gap Day, National Reconciliation Week, National Sorry Day, NAIDOC Week, National Aboriginal and Torres Strait Islander Children's Day, International Day of Indigenous Peoples. We have actively participated in many events internally, and through our centres, family day care services and participated in the Inner West Council, former Ashfield Council events during Reconciliation Week and NAIDOC Week.

## Acknowledgment

An Acknowledgment of Traditional Owners is read by the Chair prior to Board, Committee and internal meetings that take place at The Infants' Home.

*"I would like to show my respect and acknowledge the Traditional Custodians of this Land, the Gadigal and Wangal people of the Eora Nation, of Elders past and present, upon which land this meeting takes place. The foremothers of The Infants' Home have been meeting on this land since 1876. Their innovation and inspirational work with young children, women and families continues to inspire our work today and into the future".*

# Relationships

Action	Deliverable	Timeline	Responsibility
<b>Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	December 2020	<b>Lead:</b> RAP Working Group Chair  <b>Support:</b> RAP Working Group, Children’s Services Manager (CBC), Children’s Services Manager (FDC), Community Learning and Engagement Manager, Finance Manager, Fundraising Manager, Human Resources Manager
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2020	<b>Lead:</b> RAP Working Group Chair  <b>Support:</b> RAP Working Group, Children’s Services Manager (CBC), Children’s Services Manager (FDC), Community Learning and Engagement Manager, Finance Manager, Fundraising Manager, Human Resources Manager
	Research alternative meeting to attend similar to the ‘Aboriginal Consultative Advisory Committee’.	December 2020	<b>Lead:</b> RAP Working Group Chair  <b>Support:</b> RAP Working Group, Community Learning and Engagement Manager
	Continue relationship with Aboriginal Elders.	December 2020	<b>Lead:</b> RAP Working Group Chair  <b>Support:</b> RAP Working Group, Children’s Services Manager (CBC), Community Learning and Engagement Manager
<b>Build relationships through celebrating National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	May 2021	<b>Lead:</b> RAP Working Group Chair  <b>Support:</b> RAP Working Group, Children’s Services Manager (CBC), Children’s Services Manager (FDC), Community Learning and Engagement Manager, Finance Manager, Fundraising Manager, Human Resources Manager
	Circulate Reconciliation Australia’s NRW resources and reconciliation materials to families enrolled at The Infants’ Home.	May 2021	<b>Lead:</b> RAP Working Group Chair  <b>Support:</b> RAP Working Group, Children’s Services Manager (CBC), Children’s Services Manager (FDC), Community Learning and Engagement Manager, Finance Manager, Fundraising Manager, Human Resources Manager
	RAP Working Group members to participate in an external NRW event.	27 May–3 June 2021	<b>Lead:</b> RAP Working Group



Action	Deliverable	Timeline	Responsibility
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May–3 June 2021	<b>Lead:</b> Chief Executive Officer <b>Support:</b> RAP Working Group, Children’s Services Manager (CBC), Children’s Services Manager (FDC), Community Learning and Engagement Manager, Finance Manager, Fundraising Manager, Human Resources Manager
<b>Promote reconciliation through our sphere of influence.</b>	Communicate our commitment to reconciliation to all staff.	November 2020	<b>Lead:</b> Chief Executive Officer <b>Support:</b> RAP Working Group, Children’s Services Manager (CBC), Children’s Services Manager (FDC), Community Learning and Engagement Manager, Finance Manager, Fundraising Manager, Human Resources Manager
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	December 2020	<b>Lead:</b> RAP Working Group Chair <b>Support:</b> RAP Working Group, Children’s Services Manager (CBC), Children’s Services Manager (FDC), Community Learning and Engagement Manager, Finance Manager, Fundraising Manager, Human Resources Manager
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	December 2020	<b>Lead:</b> RAP Working Group Chair <b>Support:</b> RAP Working Group, Community Learning and Engagement Manager
	Include a statement of The Infants’ Home’s commitment to reconciliation, Apology and Acknowledgment on our website.	January 2021	<b>Lead:</b> Chief Executive Officer <b>Support:</b> RAP Working Group Chair
<b>Promote positive race relations through anti-discrimination strategies.</b>	Research best practice and policies in areas of race relations and anti-discrimination.	April 2021	<b>Lead:</b> Chief Executive Officer <b>Support:</b> RAP Working Group Chair
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2021	<b>Lead:</b> Human Resources Manager <b>Support:</b> Chief Executive Officer

# Respect

Action	Deliverable	Timeline	Responsibility
<b>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	June 2021	<b>Lead:</b> RAP Working Group Chair <b>Support:</b> RAP Working Group, Chief Executive Officer, RAP Working Group
	Conduct a review of cultural learning needs within our organisation.	March 2021	<b>Lead:</b> RAP Working Group Chair <b>Support:</b> RAP Working Group, Children's Services Manager (CBC), Children's Services Manager (FDC), Community Learning and Engagement Manager, Finance Manager, Fundraising Manager, Human Resources Manager
<b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	January 2021	<b>Lead:</b> RAP Working Group Chair <b>Support:</b> RAP Working Group
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgment of Country and Welcome to Country protocols.	February 2021	<b>Lead:</b> RAP Working Group Chair <b>Support:</b> RAP Working Group
<b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2021	<b>Lead:</b> RAP Working Group Chair <b>Support:</b> RAP Working Group
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2021	<b>Lead:</b> RAP Working Group Chair <b>Support:</b> RAP Working Group, Children's Services Manager (CBC), Children's Services Manager (FDC), Community Learning and Engagement

Action	Deliverable	Timeline	Responsibility
	RAP Working Group to participate in an external and/or internal NAIDOC Week event.	July 2021	<b>Lead:</b> RAP Working Group Chair  <b>Support:</b> RAP Working Group, Children's Services Manager (CBC), Children's Services Manager (FDC), Community Learning and Engagement Manager, Finance Manager, Fundraising Manager, Human Resources Manager, Communications Officer
<b>Acknowledge and Celebrate Aboriginal and Torres Strait Islander cultures, histories and contributions.</b>	Maintain a calendar of activities and Aboriginal and Torres Strait Islander days of significance.	January 2021	<b>Lead:</b> RAP Working Group Chair

## Opportunities

Action	Deliverable	Timeline	Responsibility
<b>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	June 2021	<b>Lead:</b> Human Resources Manager  <b>Support:</b> Chief Executive Officer
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2021	<b>Lead:</b> Human Resources Manager  <b>Support:</b> Chief Executive Officer
<b>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	March 2021	<b>Lead:</b> RAP Working Group Chair
	Investigate Supply Nation membership.	March 2021	<b>Lead:</b> RAP Working Group Chair

Action	Deliverable	Timeline	Responsibility
<b>Promote Narragunnawali: Reconciliation in Education to staff and external stakeholders</b>	Promote Reconciliation Australia's Narragunnawali: Reconciliation in Education program to all LDC and FDC services.	March 2021	<b>Lead:</b> Children Services Manager (CBC), Children Services Manager (FDC)
	Encourage all staff to engage with the professional learning (including webinar) resources available via Reconciliation Australia's Narragunnawali: Reconciliation in Education platform.	March 2021	<b>Lead:</b> RAP Working Group Chair <b>Support:</b> RAP Working Group, Children's Services Manager (CBC), Children's Services Manager (FDC), Community Learning and Engagement Manager, Finance Manager, Fundraising Manager, Human Resources Manager
	Encourage all staff / all early learning LDC and FDC services to sign up to the Narragunnawali News mailing list.	March 2021	<b>Lead:</b> Children Services Manager (CBC), Children Services Manager (FDC)
	Host an appropriate link to Reconciliation Australia's Narragunnawali: Reconciliation in Education platform on our website.	January 2021	<b>Lead:</b> RAP Working Group Chair
	Collaborate with Reconciliation Australia's Narragunnawali team to identify opportunities to strengthen the connection between Narragunnawali professional learning/RAP development processes and Teacher Accreditation/ Quality Improvement Planning Processes.	June 2021	<b>Lead:</b> RAP Working Group, Children's Services Manager (CBC), Children's Services Manager (FDC), Community Learning and Engagement Manager
	Help promote and encourage school/ early learning services within our network who has shown exceptional commitment to reconciliation to apply for the 2021 Narragunnawali Awards.	May 2021	<b>Lead:</b> RAP Working Group Chair <b>Support:</b> RAP Working Group

# Governance

Action	Deliverable	Timeline	Responsibility
<b>Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.</b>	Form a RWG to govern RAP implementation.	November 2020	<b>Lead:</b> Chief Executive Officer
	Draft a Terms of Reference for the RWG.	November 2020	<b>Lead:</b> RAP Working Group Chair
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	March 2021	<b>Lead:</b> RAP Working Group Chair
<b>Provide appropriate support for effective implementation of RAP commitments.</b>	Define resource needs for RAP implementation.	November 2020	<b>Lead:</b> RAP Working Group Chair <b>Support:</b> Chief Executive Officer
	Engage senior leaders in the delivery of RAP commitments.	December 2021	<b>Lead:</b> Chief Executive Officer
	Define appropriate systems and capability to track, measure and report on RAP commitments.	November 2021	<b>Lead:</b> RAP Working Group Chair
<b>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2021	<b>Lead:</b> Chief Executive Officer
<b>Continue our reconciliation journey by developing our next RAP.</b>	Register via Reconciliation Australia's website to begin developing our next RAP.	August 2021	<b>Lead:</b> RAP Working Group Chair

## Reconciliation Action Plan Enquiries

Clare McCarthy, Executive Assistant

02 9799 4844

[cmccarthy@theinfantshome.org.au](mailto:cmccarthy@theinfantshome.org.au)



17 Henry Street, Ashfield NSW 2131

02 9799 4844

[mail@theinfantshome.org.au](mailto:mail@theinfantshome.org.au)

[theinfantshome.org.au](http://theinfantshome.org.au)

