

Reconciliation Action Plan

REFLECT

July 2026 – July 2027

RECONCILIATION ACTION PLAN
REFLECT

Kath Dickson
FAMILY CENTRE

Left: Toys and resources sourced from Aboriginal & Torres Strait Islander suppliers are used in our early childhood settings.



Acknowledgement of Country

Kath Dickson Family Centre is honoured to acknowledge our Elders, past and present. They have walked this land with us, and before us; today, yesterday and generations long ago. They have lived lives of courage, strength and determination. We recognise their legacy, that each of us now carries. We recognise the path that their footsteps have carved for us. We acknowledge the trust that has been placed in us to continue this journey. We do all of this with respect, reverence and understanding.

Artwork Story
One Mob Dhiiyaan Maal



We are one, but we are many. *Giirr ngiyani maal, Giirr ngiyani burrulaa*.

My name is Joanne Torrens, a proud Bigambul and Bundjalung woman, now living in Toowoomba for over 30 years. Art has always been a part of my life. I began painting at age 9, unaware of the deep cultural significance of Indigenous art and storytelling. Over time, my connection to culture, particularly through teachings and family traditions, has shaped my work. After a break to raise my own family, I've returned to art, creating designs to honour my late father and brothers, blending my heritage with personal memories

This artwork, *One Mob* Dhiiyaan Maal, celebrates the bright, beautiful connection between culture, journeys, and the teachings passed down to our Jarjums (children). It reflects the guidance of our ancestors and the wisdom of our elders as they impart our Cultural Traditions, Customs, and Lore. These teachings are vital for preserving our history, culture, and language, ensuring they are carried forward for generations to come. Our identity today is shaped by these values, honesty, and morals. Walking together as one Nation, we share, embrace, and protect every part of our history with pride and acknowledgment.



Lily pad

Meeting place

Human tracks

Men sitting at a meeting place

Man

Connected waterholes

Adult & child hands

Women sitting around a campfire

Dragonfly (change & transformation)

Journey with ancestors

Campsite

Family

Women & children (teaching)

Garden bed

Kath Dickson Family Centre | 2026-2027 Reflect RAP

Reconciliation Australia CEO Statement

Reconciliation Australia welcomes Kath Dickson Family Centre to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Kath Dickson Family Centre 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 over 5.5 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 Kath Dickson Family Centre 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 Kath Dickson Family Centre, 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



Kath Dickson Family Centre CEO Statement

I am proud to present our Reflect Reconciliation Action Plan (RAP) for 2026 – 2027. This plan represents our commitment to fostering meaningful relationships, respect, and opportunities with Aboriginal and Torres Strait Islander peoples.

Operating throughout Queensland, KDFC is dedicated to providing high-quality Early Childhood Training, Education and Care Services, and community programs that support families. We recognise the importance of embedding reconciliation principles into our practices and policies to contribute to a more equitable and harmonious society.

Our vision for reconciliation is to create an environment where the cultures, histories, and contributions of Aboriginal and Torres Strait Islander peoples are valued and celebrated. Through respectful engagement and collaboration, we aim to build deep connections and understanding among our staff, children, families, and stakeholders.

The development of this RAP has been a collaborative effort, involving input from our Aboriginal and Torres Strait Islander stakeholders and communities. We have established a RAP Working Group to guide our reconciliation journey and ensure that our actions are meaningful and impactful.

Key commitments outlined in this RAP include:

- Establishing and strengthening relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.
- Promoting cultural learning and understanding within our organisation.
- Creating opportunities for Aboriginal and Torres Strait Islander employment and professional development.
- Supporting Aboriginal and Torres Strait Islander businesses through procurement initiatives.

We are committed to continuous learning and improvement, and we will regularly report on our progress to ensure transparency and accountability. By working together, we can make a positive difference and contribute to a reconciled Australia.

I invite all members of the KDFC community to join us on this important journey. Together, we can create a future where the rights, cultures, and aspirations of Aboriginal and Torres Strait Islander Australians are respected and celebrated.

Thank you for your support and commitment to reconciliation.

Debby Mogg

Chief Executive Officer
Kath Dickson Family Centre





Sharing knowledge, culture and time:

Kate Dougall, Kath Dickson Education & Care Centre (Gladstone Street) and Denise Wharton, Goolburri Aboriginal Health Advancement.

Our Vision for Reconciliation

Through respectful engagement with Aboriginal and Torres Strait Islander cultures, histories, and communities, we aspire to foster deep connections, understanding, and respect among our staff, children, families, and stakeholders.

By embedding reconciliation principles into our practices and policies, we aim to contribute to a more equitable and harmonious society, where the rights, cultures, and aspirations of Aboriginal and Torres Strait Islander Australians are continually valued and celebrated.



Our Services

Kath Dickson Family Centre Limited is a Queensland-registered not-for-profit charity dedicated to advancing the education and wellbeing of children, families, and individuals.

We achieve this through a range of programs, including:

Early Childhood Education and Care Services

- Two long day early education and care centres with approved kindergartens.
- Two Family Day Care services supporting educators across the Darling Downs, Western Downs, Maranoa, and Sunshine Coast regions.

Early Childhood Education and Care Training

- Certificate, Diploma and Advanced Diploma courses delivered through Kath Dickson Institute, our Registered Training Organisation (RTO), to learners throughout Queensland.

Community Support Programs

- Free playgroups in all our Early Childhood Education and Care service regions.
- Toy libraries providing families with the opportunity to borrow educational and play resources in regional and rural areas of southern and south western Queensland.

Kath Dickson Family Centre employs 68 staff (52.75 FTE), including four team members who identify as First Nations people.

While our staff work and live across many First Nations lands in Queensland, our head office in Toowoomba is located on the lands of the Gaibal, Jarrowair, and Western Wakka Wakka peoples.

Find out more at kdfc.com.au

Left: Example of sensory play activities offered to children in our early childhood settings.

Right, top: Children in our Bush Kindy program explore and learn to appreciate the natural environment.



Our RAP

Kath Dickson Family Centre has a vision of 'supporting children to be the best versions of themselves'.

This vision is centre to embarking on our journey of a Reconciliation Action Plan, through which we endeavour to lead an organisation that is culturally aware and provides a safe and inclusive environment for all staff, children and families associated with it.

The leadership of the organisation strongly believes in the growth of reconciliation in Australia. It also endeavours to specifically work towards reconciliation within its own working practices, as well as by influencing those it works with locally and statewide in Queensland.

We have developed a Reconciliation Action Working Group, chaired by our Chief Executive Officer, championed by our Lead in Communities and fully supported through our leadership team and Board. The working group oversees the development of the RAP, as well as implementing and embedding core aspects of the plan into the everyday psyche and governance of the organisation .

Kath Dickson Family Centre views its role in developing a Reflect Reconciliation Plan as an opportunity to lead its staff and communities on a journey of cultural learning and awareness, whilst supporting the national reconciliation movement. Through initiatives within our plan that focus on relationships, respect and opportunities, we intend to provide an educational environment that improves cultural understanding, historical acceptance and equal opportunities within our organisation . We believe that we have a wonderful opportunity to nurture a workplace culture of First Nations understanding, inclusion and equality through the education of our children, trainers and educators.

Our Partnerships/Current Activities

Kath Dickson Family Centre has a number of Aboriginal and Torres Strait Islander partnerships and activities within all arms of its operation.

Corporate

- Acknowledgement of Country is given at the start of all Leadership Team meetings, staff meetings, and Annual General Meetings.
- Staff have previously attended community NAIDOC Week events and Battle of Meewah Commemorations in Toowoomba.
- Until recently, had First Nations representation on our Board of Directors.
- A new artwork, One Mob Dhilyaan Maal, was commissioned from local Aboriginal artist, Joanne Torrens. This artwork is featured on all our staff uniforms (supplied through Yarn) and is being rolled out across our corporate branding.
- SBS's Inclusion Training course on First Nations histories and cultures is currently being rolled out for all staff to complete during work time. We are dedicated to ongoing professional development to deepen our understanding of First Nations histories and cultures. The knowledge gained from training is used to start critical reflective conversations within our teams, where we unpack learning, identify ways to grow our understanding, and develop further questions to seek guidance from the local First Nations community. This process ensures that our knowledge is continually scaffolded and enriched by authentic lived experiences.
- We see cultural inclusion as a continuous journey, reflecting and questioning how we can contribute to the Closing the Gap National Agreement, seeking ways to further showcase our commitment to reconciliation. Our intent is to focus on targets 3 and 4 within the Closing the Gap National Agreement. Kath Dickson Family Centre currently focusses on providing services that 'engage children in high quality, culturally appropriate early childhood education in their early years' through a number of initiatives including cultural events, learning and excursions. We also focus on 'children thriving in their early years' through the same initiatives as above. This extends beyond our programs to our environment and support of First Nations businesses, ensuring that our commitment is not just in words but in meaningful action.

Early Childhood Education and Care Services (two centres and family day care)

- Strong links have been developed with local First Nations organisations, including reciprocal visits for the kindergarten children at Kath Dickson Gladstone Street Centre and Kulila Indigenous Kindergarten, where we support their educators with placements for training and practical experience to complete their Certificate III. This collaboration strengthens our shared commitment to high-quality early childhood education and provides opportunities for mutual growth and networking.
- Children deliver their own Acknowledgement of Country as part of their daily morning routine. Our educators embrace the ritual as a way to "wake up the day" and express gratitude to the Traditional Owners of the land—those who have walked before us, those who walk today, and those who are yet to walk. This ensures that respect for First Nations peoples is woven into our daily routines and helps children develop a strong sense of place and cultural awareness.
- Our learning environments reflect and celebrate First Nations perspectives through natural materials, Aboriginal and Torres Strait Islander symbols, Dreamtime stories, and traditional bush foods, with a strong focus on sustainability and caring for Country. Educators intentionally integrate books, music, and resources from First Nations authors and artists, while cultural events such as NAIDOC Week and Reconciliation Week provide meaningful opportunities for deeper learning and celebration.
- By embedding cultural practices into our curriculum and everyday interactions, we create a welcoming, inclusive environment where children develop a strong sense of respect, cultural awareness, and belonging. Our commitment to ongoing learning, reflection, and community engagement ensures that First Nations histories and cultures are meaningfully embedded across all aspects of our centre.
- We actively celebrate and embrace the diversity of First Nations peoples within our centre communities. Families are invited to share the names of their mobs and Country, and our educators respectfully acknowledge them in our morning greetings. This fosters a strong sense of belonging and inclusion for all children and families. We encourage children to connect with the land through singing, dancing, and movement, reinforcing respect for First Nations cultures in a way that is joyful and engaging.
- Our teams have created a safe space where all educators and families feel welcome, actively prioritising cultural safety. This begins with the initial enrolment conversation, where we take the time to listen, learn, and support families in sharing their culture with us. By doing so, we enrich the lives of all children from an early age.
- The artwork, One Mob Dhilyaan Maal, is on display at both centres.
- We proudly fly the Aboriginal, Torres Strait Islander, and Australian flags as a visible symbol of our commitment, using them as a teaching tool to help children understand their significance.
- Aboriginal and Torres Strait Islander artwork is incorporated in the outdoor areas at both centres.
- Two trainees who identify as Aboriginal were engaged through the Wilsonton State High School 'Beyond the Broncos Program' - dedicated to improving education outcomes for Indigenous students.
- Printed copies of Aboriginal and Torres Strait Islander flags are on display at Family Day Care homes.

Early Childhood Education and Care Training

- Training modules include ideas for embedding First Nations cultures into early childhood programs and activities.
- Nationally accredited First Aid Training has been delivered by our Trainer to staff at Goolburri Aboriginal Health Advancement, as part of a partnership.
- Incorporating infosheets and supporting factsheets to provide educators with practical strategies for integrating First Nations education.
- The artwork, One Mob Dhilyaan Maal, is the cover for Certificate II, Certificate III and Diploma Learner guides.

Community Support Programs

- Weekly playgroups are run in conjunction with Wilsonton Heights Neighbourhood Centre, which welcomes many First Nations families.
- Culturally inclusive children's artwork, posters and information is displayed at our Wilsonton Heights and Crows Nest playgroups.
- Indigenous Australia maps and flags hung in entrance of Toy Library
- Staff training in 'Building authentic relationships with Aboriginal Families and Communities'
- Strong partnerships with like-minded organisations such as Play Matters and Toy Libraries Australia, both of whom have RAPs
- Inclusive First Nations toys and resources purchased and encouraged
- The Toy Bus is welcomed through the Nations it travels by local First Nations elders

Below: Example of invitations to play offered to children in our early childhood settings.



Kath Dickson Family Centre | 2026-2027 Reflect RAP

Our Reconciliation Actions

Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence	August 2026	Lead of Communities
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	September 2026	Lead of Communities
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to staff.	May 2027	Lead of Marketing
	RAP Working Group members to participate in an external NRW event.	May 2027	CEO
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW	May 2027	CEO
	Encourage and support use of NRW resources internally for playgroups, family day care, early childhood education centres	May 2027	Lead of Communities
	Promote activities attended by RAP Working Group, staff, families and senior leaders	June 2027	Lead of Marketing
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff	August 2026	CEO
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	October 2026	Director Early Childhood Education Centre
	Identify organisations with a RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	September 2026	Lead of Communities
4 .Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	February 2027	CEO
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	February 2027	CEO

Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation	May 2027	CEO
	Conduct a review of cultural learning needs within our organisation	April 2027	Lead of Institute
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	April 2027	Lead of Communities
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	April 2027	Lead of Communities
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week. (First week of July)	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	July 2027	Lead of Communities
	Introduce staff to NAIDOC Week by promoting external events in our local area	July 2027	Lead of Marketing
	RAP working group to participate in an external NAIDOC Week event.	July 2027	CEO

Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation	May 2027	CEO
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	May 2027	CEO
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	November 2026	Lead of Finance
	Investigate Supply Nation membership.	November 2026	Lead of Finance

Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation.	July 2026	Lead of Communities
	Draft and apply a Terms of Reference for the RWG.	July 2026	Lead of Communities
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	August 2026	CEO
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	July 2026	CEO
	Engage senior leaders in the delivery of RAP commitments.	July 2026	CEO
	Appoint and maintain an internal RAP Champion from senior management.	July 2026	Lead of Communities
	Define appropriate systems and capability to track, measure and report on RAP commitments.	July 2026	Lead of Communities
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	June 2027	Lead of Communities
	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.	July 2026	Lead of Communities
	Communicate our RAP progress to internal and external stakeholders	December 2026	Lead of Communities
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	June 2027	Lead of Communities



Right: Aboriginal & Torres Strait Islander flags are displayed in all our early childhood settings.

Kath Dickson
FAMILY CENTRE

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