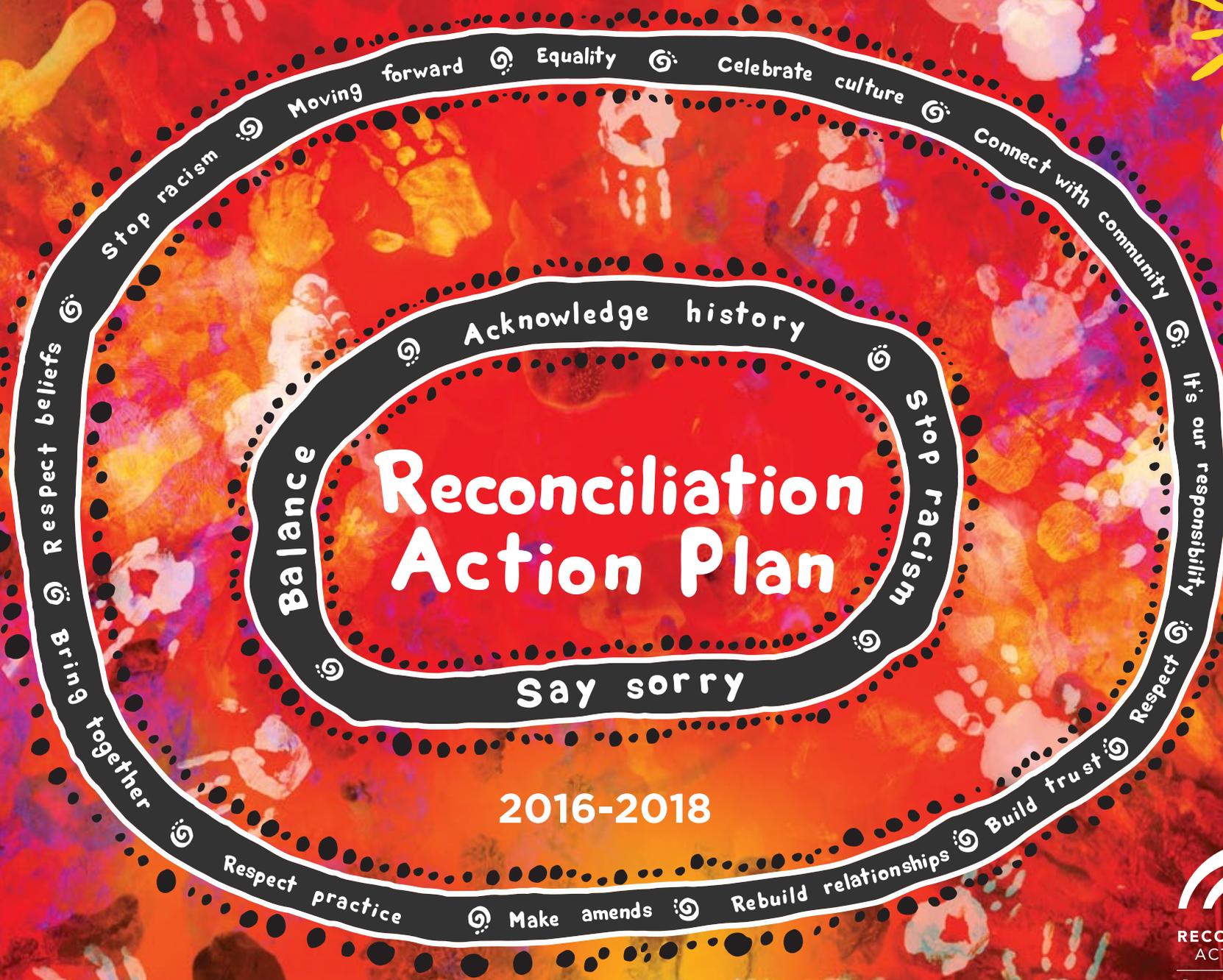
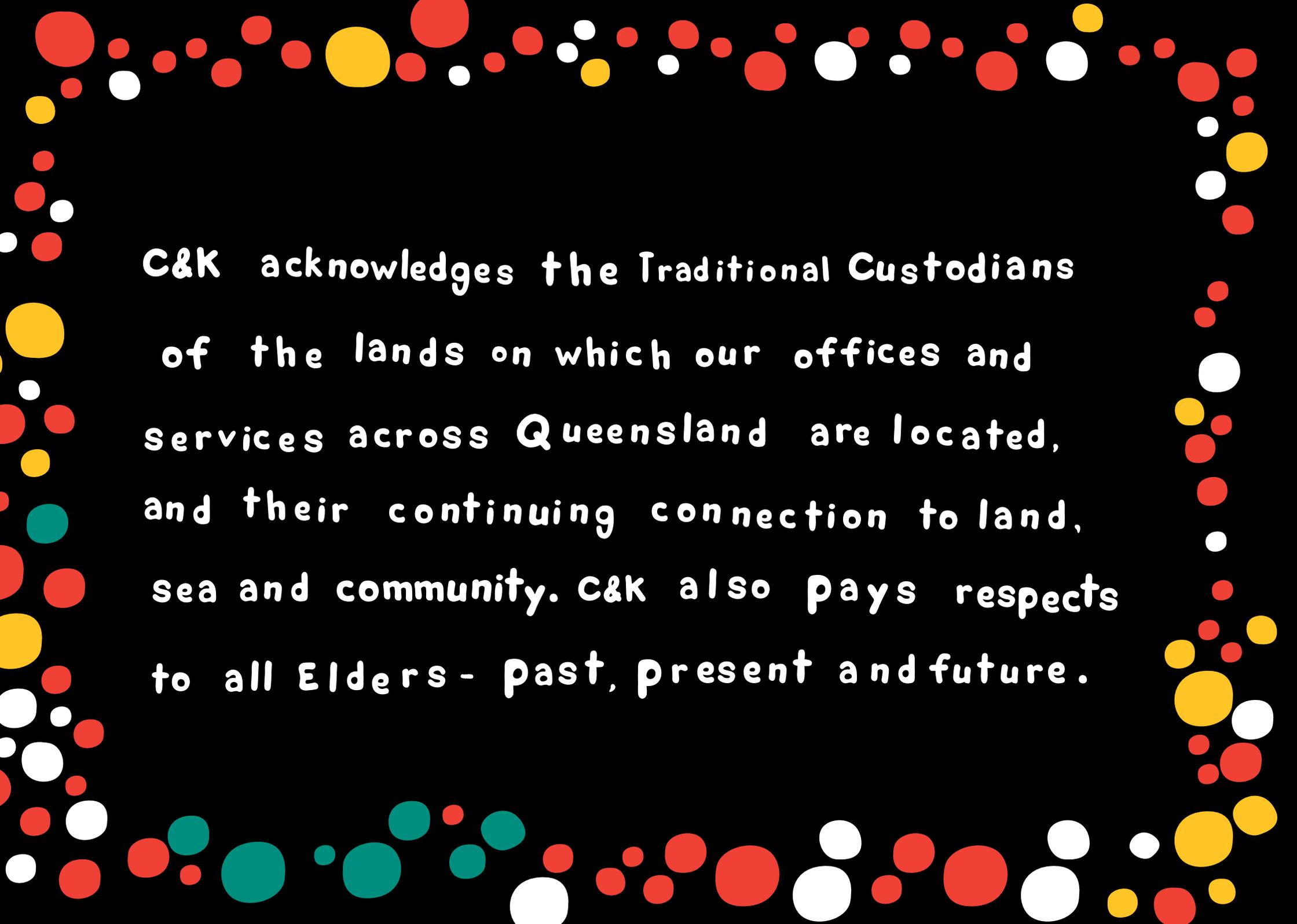




C&K
Since 1907



RECONCILIATION
ACTION PLAN
INNOVATE



C&K acknowledges the Traditional Custodians
of the lands on which our offices and
services across Queensland are located,
and their continuing connection to land,
sea and community. C&K also pays respects
to all Elders - past, present and future.

FOREWORD

Statement by Michael Tizard, C&K CEO



The reconciliation journey for C&K, in many respects, began with the foundation of our organisation over a century ago, in 1907. C&K has a long history of commitment to improving education outcomes for Aboriginal and Torres Strait

Islander children and was one of the first education providers to establish dedicated kindergarten programs for the Aboriginal and Torres Strait Islander community. This Reconciliation Action Plan takes that journey forward to allow us to celebrate existing partnerships, establish new partnerships, and ensure the ethos of cultural safety and reconciliation is fully embedded across everything we do at C&K and through a new generation of young Australians. It will help guide our journey to a future where there is 100 per cent participation of Aboriginal and Torres Strait Islander children in quality early childhood education and care, so that they will have the same educational opportunities as other Australian children. We recognise the commitment required to achieve the goals in this Reconciliation Action Plan, and we encourage all C&K staff in the journey to make them possible.

Statement by Bernard Curran, C&K Chair



The embedding of reconciliation as a core principle for C&K, is fully supported and encouraged by the Board of C&K. We want the stories that shaped our country to be celebrated and respect to be paid to the Traditional

Custodians of the lands on which our services and offices are based. We will continue to encourage practices which both embrace and encourage Aboriginal and Torres Strait Islander communities and create environments where children from those communities are encouraged to reach their full potential. We want the Reconciliation Action Plan to build on existing foundations with an eye to the future. This Reconciliation Action Plan is the culmination of more than 12 months of consultation and collaboration and I recommend it to all C&K services and indeed to the wider community, to help guide your reconciliation journey into the future.



OUR BUSINESS

The Crèche and Kindergarten Association (C&K) has a history of commitment to reconciliation over more than a century of work in early childhood education and care. As an organisation, we are proud of moments in our history which have contributed to reconciliation.

A good example of this is the C&K Board encouraging services to vote 'Yes' in the 1967 Constitutional Referendum in relation to removing terminology in the Constitution that was discriminatory to Aboriginal and Torres Strait Islander Australians. In the 1960s and 1970s our Aboriginal kindergarten teachers were paid the same as their peers in the broader community and were excellent role models for all kindergarten teachers in their field. They were also some of the first Aboriginal teachers in Queensland. C&K has been at the forefront of inclusion for Aboriginal and Torres Strait Islander children in early childhood at our services, and we maintain a library of early childhood education numeracy, literacy, science and cultural resources dedicated to Aboriginal and Torres Strait Islander Peoples' cultures, which has been widely utilised by C&K services. However, we recognise there is much more we could be doing, and the C&K Reconciliation Action Plan (RAP) is a step in realising further positive and meaningful actions that build cultural safety and support reconciliation across our organisation. We recognise that reconciliation is everyone's responsibility.

C&K consists of 1,014 permanent and fixed term and 763 casual employees, with 31 permanent and fixed term employees identifying as Aboriginal and/or Torres Strait Islander. Our 162 Branch and 188 Affiliate services are spread across Queensland with the head office based in Brisbane.

The C&K Aboriginal and Torres Strait Islander Education Resource Library was established, in consultation with Aboriginal and Torres Strait Islander Elders, organisations and communities, to ensure resources are respectfully and appropriately maintained and made available to support all C&K services' cultural development.



HOW WERE THE ACTIONS DEVELOPED?

Information from the various streams of consultation was collated and analysed to draw out key themes and possible actions. Over 300 actions were identified. These were refined and consolidated, and then filtered by asking which actions:

- are appropriate for C&K as an organisation, in terms of reconciliation?
- are possible to achieve in the next two years?
- build a strong foundation for C&K's future contribution to reconciliation?

C&K is committed to implementing a realistic and foundational set of actions for our RAP over the next two years to build our organisational knowledge and provide a basis for increased commitment in future years. The aim is to build stronger relationships, increased mutual respect and sustainable opportunities for Aboriginal and Torres Strait Islander Peoples.

This RAP is focused on learning, acknowledging and respecting, and on embedding cultural safety in all aspects of our business.

The ideal outcome would be to implement all of the excellent ideas from our consultation and research. However, in line with the C&K Learning and Development Framework, the focus is to pursue what is possible and meaningful, what is implementable, what is achievable, and what we can do as an organisation, without imposition on Aboriginal and Torres Strait Islander communities, demonstrating our integrity and commitment through meaningful and sustained action.

This plan focuses on what C&K can do to build on our existing foundations to become a more culturally-safe organisation. In future plans, we expect that C&K will have reached a stage of trust, strengthening and enabling connections, partnership, collaboration and stretch targets, with clear goals and strategies to aim for and report on, to hold C&K accountable into the future.

With this two-year plan, we will build a foundation of learning, acknowledgement, trust and respect and embed these practices in C&K's daily operations and all aspects of our business across Queensland.

WHAT DOES RECONCILIATION MEAN TO C&K?

A word cloud of reconciliation-related terms in various sizes and orientations, set against a dark blue background. The terms include:

- Acknowledge history
- Build mutual respect
- Acknowledge Traditional Owners
- Mutual respect
- Stop racism
- Respectfully embed
- Sharing culture
- Connect with community
- Ask
- Balance
- Constitutional recognition
- Recognise First Peoples
- Acknowledge past injustice
- Working together
- Unique relationships with sea and waterways
- Honour languages
- Bridge the gap
- It's our responsibility
- Respect culture
- Celebrate Indigenous success everyday
- Moving forward
- Not blaming
- Opportunities
- Seek support
- Ask forgiveness without expectation
- Indigenous cultural perspectives
- Respect
- Celebrate culture
- Rebuild relationships
- Build trust
- Understand your own culture
- Respect practice
- Address disadvantage
- Make amends
- Understand context
- Bring together
- Respect peoples
- Understand history
- Share history
- Improve relationships
- Understand practice
- Shared custodians
- Recognise Cultural competence
- Respect
- boundaries
- Equality
- Respect culture
- Respect beliefs
- Understand Perspectives
- Acknowledge culture
- Joining together

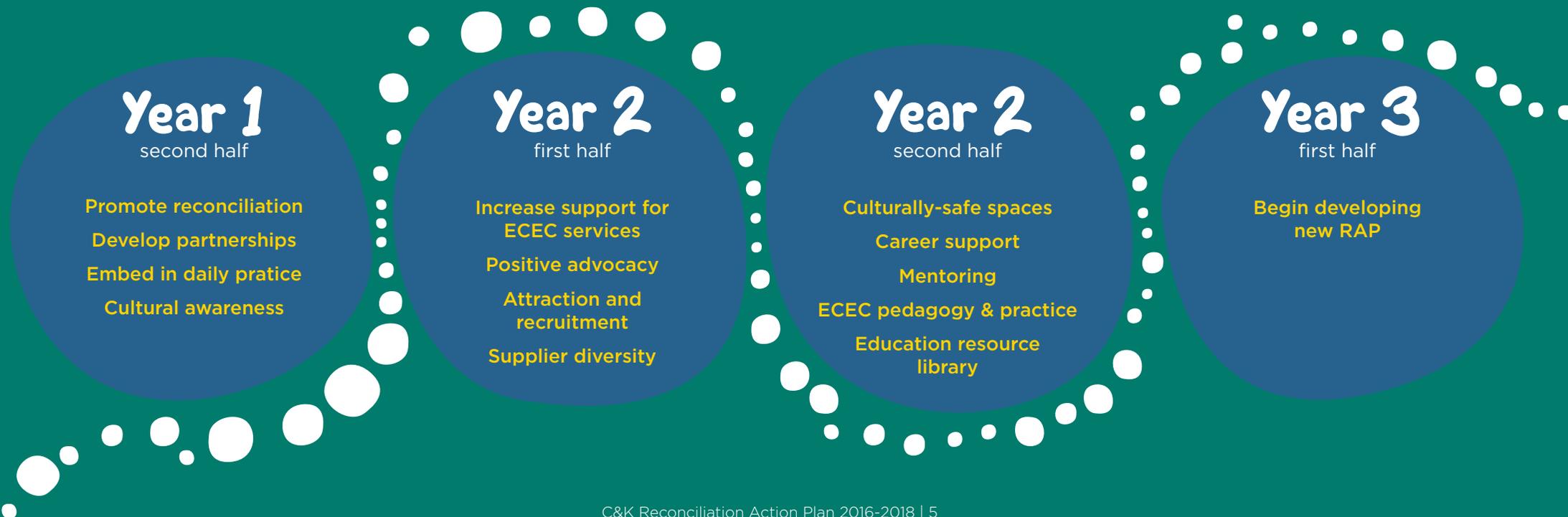
WHAT SIMPLE ACTIONS CAN C&K TAKE?

Acknowledge Country Share **Invite** **community**
Talk to children Challenge ideas **Share resources**
Cross-cultural training **Attend events** **knowledge custodians** Build understanding
Share culture **Raise awareness** **Three flags** Source resources **Make connections**
Show respect Physical spaces **Connect with community** Build confidence Showcase good stories
Confidence through learning **Be open** Contribute **Use local resources**
Learn Ask positive reinforcements **Include local heroes** **Learn history**
Acknowledge history Embed in curriculum **Mentoring**
Understand your own culture **Embed in daily practice** Demonstrate commitment Meeting rooms **Bush tucker gardens**
Willing to learn **Learn family stories** our responsibility **Music** **Talk**
Awareness Maintain relationships **Embrace** Hidden histories **Be thoughtful**
Use local languages Teach the children to be considerate

HOW WILL THE ACTIONS BE IMPLEMENTED?

This RAP is a two-year plan, with a focus on building a strong foundation for C&K into the future. The first priorities in the plan are to learn more about Aboriginal and Torres Strait Islander Peoples' history, cultures and achievements, so that they can better be honoured as part of our shared Australian history, together with C&K's organisational history that includes our Aboriginal and Torres Strait Islander teaching teams, advisory staff and long standing identified kindergartens; and to identify, develop and better share resources across the business to help our learning journey to reconciliation.

The actions in this document are grouped into the four key themes set by Reconciliation Australia: Relationships, Respect, Opportunities and Tracking progress. This chart shows the implementation timing.



Relationships



C&K believes building and maintaining meaningful, ongoing relationships between Aboriginal and Torres Strait Islander Peoples and the broader Australian community is fundamental to achieving our organisational purpose to maximise children's life outcomes and guide their learning journey. We are committed to building relationships across our organisation in partnership with Aboriginal and Torres Strait Islander Peoples and communities to embed reconciliation strategies across C&K.

Action	Deliverable	Timeline	Champion
1.1 RAP Governance	RWG oversees the development, endorsement and launch of the RAP	July 2016	
RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting	Ensure Aboriginal and Torres Strait Islander Peoples are represented on the RWG where possible	December 2016 and 2017	General Manager, People and Culture
	Meet at least twice per year to monitor and report on RAP implementation	July and December 2016 and 2017	
	Review, refine and strengthen terms of reference	December 2016 and 2017	
1.2 Promoting Reconciliation	Develop and maintain a Communication Plan for C&K's RAP to inform and engage internal and external stakeholders	July 2016	
Raise internal and external awareness of C&K's commitment to reconciliation, and promote reconciliation across our sector in appropriate, authentic and respectful ways	Embed the promotion of reconciliation through all levels of C&K employees' Key Performance Indicators (KPIs)	January 2017	
	Scope and develop a plan to promote Aboriginal and Torres Strait Islander Peoples' stories, strengths and successes, such as: <ul style="list-style-type: none"> Promoting positive stories and examples of the achievements of Aboriginal and Torres Strait Islander Peoples Seeking stronger connections with local Aboriginal and Torres Strait Islander communities and organisations Respectfully and appropriately displaying photos or profiles in C&K indoor and/or outdoor spaces or via intranet Interview and profile an Aboriginal and/or Torres Strait Islander person to feature in C&K eNews on a regular basis Invite external Aboriginal and/or Torres Strait Islander Peoples to participate in a range of C&K events as honoured guests 	June 2017	General Manager, People and Culture
	Continue to gather, record and discuss C&K's own history as an organisation working to improve the early educational opportunities of Aboriginal and Torres Strait Islander children to support a future history project	December 2016 and 2017	

Action	Deliverable	Timeline	Champion
1.3 Stronger Relationships	Review, develop and maintain a list of key Aboriginal and Torres Strait Islander contacts for community reference at a local level	December 2016 and 2017	General Manager, Children's Services
Develop and nurture stronger relationships with Aboriginal and Torres Strait Islander Peoples, communities and organisations based on authentic and constructive engagement	Develop and implement a 'C&K partnerships framework' that seeks to develop joint ventures, partnerships, pro bono support or secondment and community capacity opportunities with our Aboriginal and Torres Strait Islander stakeholders	September 2016	General Manager, Business Development and Strategy
	Develop guiding principles for engagement with Aboriginal and Torres Strait Islander Peoples, Elders and organisations, at strategic and local levels	September 2016 and 2017	Executive Advisor, Aboriginal and Torres Strait Islander Strategy
	Maintain effective communication with relevant Aboriginal and Torres Strait Islander organisations to build strong working and advocacy relationships	December 2016 and 2017	General Manager, Children's Services
1.4 Supporting programs and services	Continue C&K's commitment to supporting our Aboriginal and Torres Strait Islander services by ensuring all new service models and support models recognise the specific needs of Aboriginal and Torres Strait Islander Peoples	July 2017	General Manager, Children's Services
Increase support for Aboriginal and Torres Strait Islander Early Childhood Education and Care services	Engage with Early Childhood Education and Care services for advice and input to assist with informing strategic C&K initiatives that will support Aboriginal and Torres Strait Islander Peoples accessing C&K programs/services	July 2017	
1.5 National Reconciliation Week (NRW)	Each C&K service and C&K Central will organise at least one internal event per year to celebrate and participate in NRW	27th May – 3rd June 2016 and 2017	General Manager, Marketing and Communications
Celebrate and participate in NRW by promoting stronger relationships between Aboriginal and Torres Strait Islander peoples and other Australians	C&K to join with and support at least one external NRW event		
	Encourage RWG members to attend at least one external NRW event each year, where possible		
	Ensure NRW is included on the C&K Events calendar		
	Register C&K NRW event/s and initiatives on Reconciliation Australia's NRW website		
1.6 Narragunnawali RAPs for early learning and schools	Promote C&K's RAP commitment to supporting the goals of Narragunnawali: Reconciliation in Schools and Early Learning as part of each service's Quality Improvement Plan (QIP)	July 2016	General Manager, People & Culture
Promote service-based RAP development using the Narragunnawali: Reconciliation in Schools and Early Learning RAP model	Information disseminated to C&K services and stakeholders about Narragunnawali: Reconciliation in Schools	July 2016 and 2017	
	Promote Narragunnawali: Reconciliation in Schools and Early Learning as a program driving reconciliation in the education setting	July 2016	
	Establish strong relationship with Narragunnawali project team to provide additional guidance, education and support in relation to Narragunnawali: Reconciliation in Schools and Early Learning RAP model	July 2016	

Stop racism

perspectives

Understand

amendments

Mutual respect

Moving forward

Bring together



< C&K Burketown Kindergarten



> C&K Palm Beach
Community
Kindergarten

Respect

C&K is committed to fostering and demonstrating respect for Aboriginal and Torres Strait Islander Peoples' cultures and achievements. We seek to build staff knowledge and understanding of the continuing contribution of First Nation Peoples in Australia. We believe it is important for all staff to understand the history and context of our Aboriginal and Torres Strait Islander Peoples in Australia as a critical first step towards reconciliation for a better reconciled Australia. We seek to contribute to this through understanding history, learning about culture and developing resources.

Action	Deliverable	Timeline	Champion
2.1 Acknowledge and participate in significant Aboriginal and Torres Strait Islander events, including NAIDOC Week. Provide opportunities for Aboriginal and Torres Strait Islander employees to engage with their culture and communities by celebrating significant events, including NAIDOC Week	Provide opportunities for our Aboriginal and Torres Strait Islander staff to participate in significant cultural events, including NAIDOC Week events.	1st Sunday – 2nd Sunday July 2016, 2017 and 2018	General Manager, People and Culture
2.2 Cultural Protocols Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as ‘Welcome to Country’, and ‘Acknowledgement of Country’, to ensure there is a shared meaning	Develop and implement an overall C&K Cultural Protocols document as a guide to encouraging and supporting the implementation of local level Cultural Protocols such as ‘Welcome to Country’ and ‘Acknowledgement of Country’	September 2016	
	Review and maintain a list of key contacts for organising a ‘Welcome to Country’ and maintaining respectful partnerships	September 2017	Executive Advisor, Aboriginal and Torres Strait Islander Strategy
	Establish protocol to invite a local Traditional Owner to provide a ‘Welcome to Country’ for at least one significant event per region (including Central C&K)	September 2016 and 2017	and
	Include an ‘Acknowledgement of Country’ at the commencement of all important internal and external meetings	June 2016 and 2017	General Manager Marketing and Communications
	In consultation with Aboriginal and Torres Strait Islander stakeholders, incorporate culturally welcoming principles into C&K’s branding and style, written marketing materials, events (not only ones relating to Aboriginal and Torres Strait Islander events or programs), incorporating ‘Welcome to Country’ or ‘Acknowledgment of Country’ for different events and services	June 2016 and 2017	
2.3 C&K Cultural Knowledge, Resources & Artefacts Acknowledge the Aboriginal and Torres Strait Islander culture that has flowed alongside and through C&K for more than 100 years	Scope and develop a plan in consultation with Aboriginal and Torres Strait Islander Elders, organisations and communities, to guide the C&K Education Resource Library and ensure resources are respectfully and appropriately made available to support all C&K services’ cultural development including: <ul style="list-style-type: none"> • facilitate sharing of resources • showcase good work and successful practice • preserve history for former, current and future employees, educators and contacts 	December 2016 -ongoing	Executive Advisor, Aboriginal and Torres Strait Islander Strategy

Action	Deliverable	Timeline	Champion
2.4 Cultural Learning Opportunities Engage all staff in cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements	Develop and implement a cultural integrity training strategy that includes a range of cultural learning needs, and consider various ways in which learning can be provided. These may include: <ul style="list-style-type: none"> • online, face to face workshops, locally-facilitated Aboriginal and/or Torres Strait Islander cultural experiences or immersion • Reconciliation Australia's 'Share Our Pride' online tool for introduction to Aboriginal and Torres Strait Islander Peoples' cultures, history and achievements • working with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training package for C&K • hosting talks (e.g. lunchbox sessions) by internal and external Aboriginal and/or Torres Strait Islander Peoples • supporting and/or funding access to external training 	October 2016	Executive Advisor, Aboriginal and Torres Strait Islander Strategy and General Manager, People and Culture
	Ensure Aboriginal and Torres Strait Islander cultural training opportunities are included in annual C&K mandatory training including an assessment to record cultural knowledge learnt	March 2017	
2.5 Culturally safe spaces Demonstrate C&K as a culturally respectful and welcoming place for Aboriginal and Torres Strait Islander Peoples within office spaces and services	Seek Aboriginal and Torres Strait Islander cultural advice on how to respectfully and appropriately incorporate Aboriginal and Torres Strait Islander cultures such as local languages and design elements into C&K's workspaces including property fitout and design: <ul style="list-style-type: none"> • Physical spaces (classrooms, foyers, offices, entries include elements that embrace Aboriginal and Torres Strait Islander cultural diversity for children), and • Aboriginal and Torres Strait Islander materials, language and design elements (flyers, posters, flags, resources) 	October 2017	General Manager, Corporate Services
	Seek local Aboriginal and Torres Strait Islander peoples cultural advice to create culturally-welcoming spaces, what they look like, sound like and feel like; and how authentically welcoming and inclusive behaviours support this.	April 2017	General Manager, Children's Services
2.6 Early Childhood Education Curriculum (ECEC), pedagogy and practices Embed Aboriginal and Torres Strait Islander perspectives and culture throughout C&K's early childhood education curriculum, pedagogy and practices	Research best practice in Aboriginal and Torres Strait Islander Early Childhood Education in the areas of wellbeing, inclusion and cultural safety in ECEC	March 2018	
	Include Aboriginal and Torres Strait Islander cultural integrity in our pedagogy and practice; and help educators know how to embed culture as part of the relevant strategic initiative.	December 2017	General Manager, Children's Services
	Showcase initiatives from C&K services and educators who have improved cultural safety within their service or through partnership with Aboriginal and Torres Strait Islander Peoples	December 2017	
	In consultation with our Aboriginal and Torres Strait Islander staff, external organisations and stakeholders, gain information of culturally appropriate resources and knowledge.	December 2017	



< C&K Estelle Cardiff
Community Kindergarten



Recognise
First
peoples



Acknowledge Past

Honour

languages



injustice



Bridge
the gap

> C&K Bundaberg Tafe Community
Child Care Centre

Opportunities



C&K is committed to creating sustainable opportunities for Aboriginal and Torres Strait Islander Peoples across all areas of our work as part of our contribution to reconciliation. This includes supporting existing Aboriginal and Torres Strait Islander employees, and working to increase management-level and Board-level representation, also procuring goods and services from Aboriginal and Torres Strait Islander businesses.

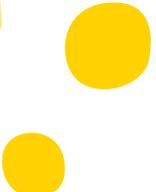
Action	Deliverable	Timeline	Champion
3.1 Employment Opportunities Investigate opportunities to improve, increase and support Aboriginal and Torres Strait Islander employment, retention and professional development opportunities within C&K	Collect relevant information about our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities	September 2016 December	
	Develop a C&K Aboriginal and Torres Strait Islander employment and retention strategy, including: <ul style="list-style-type: none"> • Creating training and career pathways which lead to employment reflective of the service locations and community demographics and apply a merit based recruitment approach • Review and improve HR policies and/or procedures to ensure there are opportunities for Aboriginal and Torres Strait Islander employees and future applicants to support employment and retention within C&K 	2016 December 2016 and 2017	
	Ensure an Aboriginal and/or Torres Strait Islander representative is part of recruitment and selection panels, as appropriate	December 2016	General Manager, People and Culture
	Ensure all job advertisements include wording 'Aboriginal and Torres Strait Islander Peoples are strongly encouraged to apply'	December 2016 and 2017	
	Promote C&K employment opportunities in Aboriginal and Torres Strait Islander media and networks	December 2016	
3.2 Recognised Training Organisation Ensure that the C&K College appropriately and positively supports the needs of Aboriginal and Torres Strait Islander peoples wanting to work in, and/or obtain qualifications in, Early Childhood Education and Care	Consult with C&K Aboriginal and Torres Strait Islander employees to support the development of the retention strategy which includes: <ul style="list-style-type: none"> • Develop and implement strategies and opportunities for mentoring and cultural support in C&K. • Provide mentoring and support in relation to training and career pathway progression 	December 2016 and 2017	
	Scope, develop and implement a marketing and attraction strategy which includes partnerships, to increase participation of Aboriginal and Torres Strait Islander students at the C&K College	December 2016	
	Review and update enrolment procedures to include ongoing cultural mentoring and support for Aboriginal and Torres Strait Islander students enrolled in the C&K College	December 2016	General Manager People and Culture
	Continue to develop and implement a career pathway strategy to create apprenticeships and traineeship opportunities and further qualifications for Aboriginal and Torres Strait Islander employees	December 2016	
	Apply for funding opportunities and programs specifically available for Aboriginal and Torres Strait Islander apprenticeships and traineeships	December 2016 and 2017	

Action	Deliverable	Timeline	Champion
3.3 Supplier diversity	Promote engagement of Aboriginal and Torres Strait Islander businesses through reviewing and updating of C&K's procurement policies and processes	December 2016	
Embedding opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within C&K	Identify any barriers to Aboriginal and Torres Strait Islander businesses that C&K might engage with	December 2016	
	Encourage C&K services to connect with local Aboriginal and Torres Strait Islander businesses to procure goods and services and to develop a local level list of suppliers easily accessible to all staff.	December 2016	General Manager, Corporate Services
	Investigate becoming a member of 'Supply Nation' or partnering with the local Indigenous Chamber of Commerce	December 2017	
	Partner with commercial enterprises to strengthen relationships with Aboriginal and/or Torres Strait Islander owned businesses.	September 2017	

Acknowledge
culture

Respect

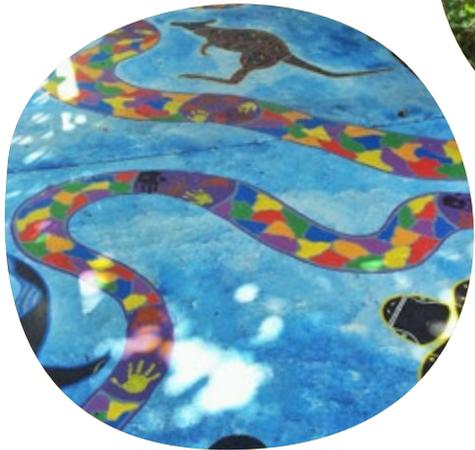
Constitutional
recognition



Say sorry



< C&K Bribie Island
Community Kindergarten



cultural perspectives

Indigenous



Ask

opportunities

It's **our** responsibility

> C&K Cotton Tree
Child Care Centre



Balance



Tracking Progress



Action	Deliverable	Timeline	Champion
4.1 Internal monitoring and reporting Monitor the progression of C&K RAP commitments	Establish the impact measures and process for annual reporting against the RAP to a range of audiences - CEO, Board, Executive Management and staff within C&K, and ultimately external stakeholders and Reconciliation Australia	April 2016	
	Invite external Aboriginal and Torres Strait Islander Peoples, within C&K's sphere of influence, to participate in RWG discussions where appropriate	September 2016 and 2017	CEO
	Invite C&K Executive Management, Senior Management, and Board to join RWG discussions where appropriate	September 2016 and 2017	General Manager, People and Culture
4.2 Report RAP achievements, challenges and learnings to Reconciliation Australia	Complete and submit the RAP Impact Measurement Questionnaire and submit to Reconciliation Australia annually	Submit by 30 September 2016 and 2017,	General Manager, People and Culture
	Investigate participating in the RAP Barometer	April 2017	General Manager, Business Development and Strategy
4.3 Report RAP achievements, challenges and learnings internally and externally	Publicly report and showcase our RAP achievements, challenges and learnings	October 2016 and 2017	General Manager, Marketing and Communications
4.4 Review, refresh and update RAP	Review, refresh and update RAP based on learnings, challenges and achievements	April 2017	General Manager, People and Culture
	Send draft RAP to Reconciliation Australia for formal feedback and endorsement	October 2017	

Build mutual respect
 Shared custodians
 Connect with community

About the cover

C&K would like to sincerely thank all of our services across Queensland for their contributions to this C&K Reconciliation Action Plan 2016-2018. The design on the front cover of the document was inspired by a contribution from C&K Estelle Cardiff Community Kindergarten in Mount Isa. We are also very grateful to the following C&K services for their contributions of children's handprints, photographs and inspiration for this document:

Bribie Island Kindergarten
Bundaberg TAFE Community Child Care Centre
Coral Coast Community Kindergarten
Burketown Kindergarten
Cotton Tree Community Child Care
Estelle Cardiff Community Kindergarten
The Family Place
Geebung Kindergarten
Koobara Aboriginal & Islander Kindergarten
Nundah Community Kindergarten
Oakleigh Community Kindergarten
Palm Beach Community Kindergarten
Tewantin Community Child Care Centre
Yuingi Community Child Care





Where children come first

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