

# ANNUAL REPORT

2024-25

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***The Parenting Research Centre acknowledges and respects the diverse Aboriginal and Torres Strait Islander people of this country and the Elders of the past and present.***



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## OUR PURPOSE

We help children thrive  
by driving new and better  
ways to support families  
in their parenting

Our mission  
is to translate  
evidence into action  
and strengthen families  
through programs,  
partnerships and  
research

# CEO'S MESSAGE



## It is a privilege to share our Organisational Performance Report for 2024–2025.

This has been a year of momentum and impact, each achievement bringing us closer to our vision of a future where every child can thrive because every parent and carer is supported.

Our mission is to translate evidence into action and strengthen families through programs, partnerships and research. Over the past year, we have seen that mission continue to build and grow in the way our teams deliver, our partners collaborate, and in the success showcased throughout this report.

This year, we launched our Strategic Plan 2024–2027, a roadmap co-created with our board and people, built on evidence and practice wisdom.

We welcomed new Board members and leadership to guide our future, and secured a Deductible Gift Recipient status as an Approved Research Institute opening new philanthropic pathways.

We celebrated our third consecutive time being named a Best Workplace, reflecting the culture and values we share, and advanced reconciliation with the completion of our second Innovate RAP and the start of our third.

Excitingly we launched the first-ever national parenting survey, Parenting Today, building on years of Victorian insights.

Behind the scenes, our staff drove innovation, extended reach and strengthened partnerships, via a range of new initiatives and activities to platform our growth and scale.

To our Board, HREC committee, leadership team and staff, thank you for your expertise, creativity and commitment.

To our funders, partners, practitioners and collaborators, thank you for the generosity, insight and leadership you bring to this work – we are honoured to partner with you.

Every milestone this year has been about more than achievement; it has been about advancing our shared vision for the future. Together, we are shaping systems that value and support parents and carers because when families flourish, our whole community thrives.

A handwritten signature in black ink, appearing to read 'Rob Ryan'.

**Rob Ryan**, CEO, Parenting Research Centre



# RESEARCH AND EVALUATION SUPPORT

We bring research and evidence to policy and practice

Our core research team brings more than 100 years of combined experience to the organisation. We support policy and practice decision makers and service providers to:

- get access to and interpret evidence, research and data
- build deeper understanding of their clients and programs
- assess how well programs are working and identify the factors that drive effectiveness.

We also strengthen the research and evaluation capability of service providers, helping them embed evidence-informed approaches into their work.

Together, these offerings reflect the depth and breadth of our research and evaluation services.



# COLLECTING AND REPORTING ON LARGE-SCALE DATA

This year, we began work on our first nationwide parenting survey, building on a decade of collaboration with the **Victorian Government** through the [Parenting Today in Victoria](#) study. Since 2016, surveys of parents and carers of children aged 0–18 have been conducted every three years, each time involving around 2,600 participants, including at least 40% fathers.

These surveys improve understanding of the attitudes, behaviours and concerns of parents, providing insights that inform evidence-based policies, programs and services. The findings are of value to all parenting support-related services, particularly health, education, mental health and social services policy and program stakeholders.

For the first time, 2025 will see the delivery of a national survey – the [Parenting Today survey](#) – with funding for the Victorian component again coming from the **Victorian Government**, and funding for four other states coming from the **Minderoo Foundation**, which has also committed support for a 2028 survey. Funding for the remaining jurisdictions (Tasmania, Northern Territory and the ACT) was covered by the Parenting Research Centre, with ongoing work to attract further funding.

Extending the Parenting Today survey through nested studies centred on specific populations or issues is a key focus for the next few years. In 2025 we piloted the **Reaching More Families study** in Victoria, which tested methods for gathering data from parents and carers connected to family services and child protection systems. Insights will inform the design of a full study planned for 2026.

We also completed a project with the **South Australian Department for Education** and the **Office for Early Childhood Development**, evaluating a new way of conducting developmental assessments.

Using our bespoke PRISE data collection tool, interviews and focus groups, we heard from parents and early childhood staff. The evaluation identified gaps between educators' concerns about children with social, emotional or behavioural issues and their measured developmental status, as well as gaps in parents' understanding of the role of **Child and Family Health Services**. These findings are being used to improve to the model, rolled out as part of expanded preschool supports for three- and four-year-olds.

# REVIEWING THE EVIDENCE

We are regularly asked to design, conduct and translate evidence reviews that help government and non-government agencies access, synthesise and interpret research to inform key policy and practice decisions.

In 2025, we were invited by the **Australian Institute of Family Studies**, on behalf of the **Australian Government Department of Social Services**, to conduct a rapid review of parenting support practices. The findings informed the design of a **Monitoring, Evaluation and Learning Framework** for the **Communities for Children** initiative.

We also worked with the **Centre for Community Child Health** to deliver a scoping review of digital interventions for parenting. Commissioned by the **Raising Children Network**, this review will help guide their impact and outcomes evaluation in the years ahead.

Two literature reviews we delivered for the **Queensland Family and Child Commission** are informing the Commission's approach to future system reform: one examines programs and reforms aimed at preventing child and youth involvement in statutory child protection and youth justice systems; another reviews the state's current family support system.

# INNOVATION AND CAPACITY IN EVALUATION

We use rapid-cycle evaluations to track the progress of programs and co-design improvements with clients, leading to better outcomes for children and families.

Our approach, adapted from the **Plan-Do-Study-Act cycle**, enables the quick application of data to test and refine interventions, thereby supporting better decision-making and improved practice quality.

This year we continued our collaboration with **KK Women and Children's Hospital (KKH)** in Singapore to assess and strengthen the implementation of the **Mission I'mPossible 2 preschool program**. This agile, data-driven approach is shaping how tiered support is delivered to promote children's growth, health, and development.

Our work often strengthens the evaluation capacity of client organisations. In 2025, we consulted with the Research Team at **Life Without Barriers**, providing guidance to support the development of their organisation-wide research strategy.



# EVALUATING PROGRAMS AND STRENGTHENING GOVERNANCE

Commissioned by the **NSW Ministry of Health** and delivered in collaboration with the **University of New South Wales**, we evaluated the **Virtual Residential Parenting Service**, operated by **Karitane** and **Tresillian**.

Our mixed-methods evaluation found that the service yields similar benefits for families as face-to-face residential parenting services, particularly in terms of improved parenting self-efficacy, filling a critical gap for families living in rural and remote areas.

The **Australian Childhood Foundation** engaged us to evaluate **Bringing Up Great Kids (BUGK)**, a widely delivered parenting program. Using a multi-site non-randomised comparison design with parents and carers who attended the program in 2023–24, the evaluation demonstrated improvements in reflective capacity, providing evidence of program efficacy.

In collaboration with the Aboriginal-owned and led consultancy, **Curijo**, we worked with **Catholic Care Wilcannia-Forbes** to explore how the agency supports Aboriginal and Torres Strait Islander families and communities. In-depth consultations provided insights to inform the organisation's future delivery of culturally responsive services.

Together, these projects highlight our role as a trusted source of evidence to guide reform and practice.



# EVIDENCE-INFORMED DESIGN

**We work with organisations to design practical solutions that improve outcomes for children and families**

Our design approach brings together evidence, lived experience and insights from practitioners and leaders to create solutions that fit the needs of their context.

We have developed frameworks, training, coaching models and journey maps in partnerships with organisations for early intervention, family services, playgroups and foster care settings.

We are a multidisciplinary team of social workers, psychologists and allied health professionals with collective expertise in research, knowledge translation, child protection, disability and clinical settings. We are committed to being part of meaningful change, ensuring the solutions we develop are sustainable, practical and impactful.



# SUPPORTING INCLUSION IN PLAYGROUPS

In partnership with playgroup organisations across five jurisdictions, we are developing resources to help facilitators and leaders create more inclusive environments for families from culturally and linguistically diverse backgrounds who have a child with a disability.

The **Include2Play project** draws directly on the experiences and ideas of parents. We supported Project Officers from **Playgroup NSW, Victoria, Tasmania, South Australia** and the **Northern Territory** to use journey mapping to capture families' perspectives, identify pain points along the playgroup journey, and explore what meaningful support would look like.

Through a series of workshops, we combined insights from parents, research on inclusive play, and evidence-based practice. We also worked with playgroup facilitators to ensure the resources were practical, easy to use, and responsive to the needs identified.

The resources provide facilitators with guidance on how to create welcoming environments for families, support inclusion through empathy-led practice and connect families to quality information and support.

# JOURNEY MAPPING TO UNDERSTAND FOSTER CARER EXPERIENCES

We partnered with **Inala Community House (ICH)**'s **Inclusive Foster and Kinship Service** to better understand the experiences of foster carers – the challenges they face, the supports they value, and what helps them remain committed over time.

Through journey mapping, we explored the carer experience from the initial contemplation of fostering through to the end of placement. The reflections of carers informed a visual journey map that highlighted key stages, actions taken, feelings at each stage, and opportunities for service improvement.

Carers emphasised the importance of collaborative partnerships with caseworkers, practical support to ease caregiving demands, direct support for themselves and the children in their care and clear, consistent communication about changes and updates.

They also shared practical, actionable ideas for improving support. These insights were presented to ICH staff and have sparked discussions on how to strengthen services so carers can focus more fully on the vital role they play in out-of-home care.



# IMPLEMENTING A BRIEF COACHING MODEL

The **Brief Coaching Model**, funded by the **Victorian Government Department of Families, Fairness and Housing**, continues to strengthen professional practice across Victoria. Designed to support practitioners in their work with families, the model builds skills and confidence in addressing everyday challenges.

Practitioners from services in Victoria were trained in the Brief Coaching Model and supported to put the skills into practice through ongoing group coaching.

Practitioners reported feeling confident using the model across contexts including in-person sessions, phone support, group work, and direct engagement with children and young people.

Feedback highlighted that the model empowers parents to identify what matters most to them and take ownership of the process, places capacity building at the centre, equipping parents with a repeatable process they can use independently and fosters alignment between practitioner and parent, bringing clarity and focus to sessions when families present with multiple concerns.

This project shows how structured coaching models can strengthen practitioner skills and empower families.



# TAILORED TRAINING AND CULTURAL LEARNING

We developed tailored training packages and coaching support to meet the specific needs of organisations.

In 2025 we partnered with a number of agencies to deliver training on topics such as bias in casework, self-compassion and understanding client experience through journey mapping.

Each package combined theoretical content with adult learning principles, encouraging active engagement through reflection, practical skill-building, and planning for integration into everyday practice. Several packages also included post-training support for managers and coaches, helping them build the capacity to embed learning within their teams.

In March 2025, staff joined colleagues for a cultural walk with the **Koori Heritage Trust**, deepening understanding of the Wurundjeri people of the Kulin Nation. The portfolio also led **National Reconciliation Week** activities at the Parenting Research Centre, sharing reflections and discussions on topics including meaningful Acknowledgements of Country and the history of the week.



These initiatives highlight our role in building capacity, fostering inclusion and supporting reconciliation across the sector and within our own organisation.



# TRAINING, COACHING AND IMPLEMENTATION

**We build organisation and practitioner capacity by supporting the implementation of effective, data-informed practices**

Our services span light-touch consultation to comprehensive implementation support, including:

- assessing readiness and planning for implementation using approaches grounded in implementation science
- delivering training in evidence-based programs
- providing coaching to strengthen practitioner and leadership skills
- supporting team-based improvement processes such as Communities of Practice
- embedding Continuous Practice Improvement systems to drive data-informed decisions
- national coordination and scaleup of evidence-based parenting support programs.

Alongside work with practitioners and system leaders, the portfolio also delivers programs that directly support parents, including smalltalk and MyTime.

[parentingrc.org.au](https://parentingrc.org.au)





# EXPANDING PROGRAM REACH

In 2024–25, **smalltalk**'s reach expanded through new and extended funded projects.

In Victoria, this included the **Koorie Supported Playgroup project**, which explored delivery through Aboriginal Community-Controlled Organisations. In New South Wales, we worked with **Fams** and **NSW Department of Communities and Justice** to support the rollout of **smalltalk**. Work also progressed with potential partners, such as **Communicare** in Western Australia, to explore innovative ways to reach more families.

Internationally, we signed our first licensing agreement with **KidStart in Singapore**, creating opportunities to reinvest in program development. Nationally, results from the 11-year follow-up of the **Early Home Learning Study** found children who participated in **smalltalk** plus at age two achieved gains in literacy by age 13, outperforming peers in standard playgroups and scoring above population means in key NAPLAN literacy domains.

With increasing national and international interest, an expansion strategy is being developed to ensure **smalltalk** can strengthen outcomes for families and children.

# RAISING AWARENESS AND DEMONSTRATING IMPACT

In 2024–25, **MyTime** supported 3,670 unique clients – an increase of 400 families compared to last year. Reach expanded to include more First Nations families, culturally and linguistically diverse families, and families where a parent has a disability.

Outcomes also strengthened across multiple domains, with more than 75% of clients reporting positive or neutral changes, while satisfaction levels remained exceptionally high at 99%, well above target.

Raising awareness and demonstrating impact remained a key focus. Our annual **MyTime Coordinators Forum** further strengthened relationships with delivery partners, while the program's presence at **Source Kids Disability Expos** in Melbourne, Brisbane and Sydney connected directly with parents, carers and referrers.

We advanced our Continuous Practice Improvement system by streamlining data collection, embedding team-based practices, and preparing for richer qualitative data capture to better reflect the voices of **MyTime** members.

# PRACTICE IMPROVEMENT SUPPORT

We continued to support the implementation of **ForWhen** through monthly Practice Improvement team meetings and delivered tailored training to build staff capacity in using data for reflection, decision-making and practice change.

This work has supported more efficient models of care, including streamlined support for parents experiencing mild distress, and advanced improvements in data quality, waitlist management, and culturally responsive approaches for Aboriginal and Torres Strait Islander families.

The value of our role in guiding practice improvement and our approach to Continuous Practice Improvement data is reflected in the results, with service data reflect the growing effectiveness of ForWhen –parents report significant gains in coping, confidence, optimism and help-seeking, while K10 scores show reductions in severe psychological distress. Satisfaction with the service remains consistently high.

We also contributed to governance processes, including the development of a consolidated dashboard report to strengthen oversight of program implementation and impact.

# BUILDING ON OUR APPROACH AND EXTENDING OUR REACH

In partnership with Association of Children's Welfare Agencies (**ACWA**) and **Fams**, we developed a **Practice Governance Framework** guide that provides practical guidance for community-based child and family services.

The guide addresses a key gap in the sector by enhancing boards' understanding of frontline practice and enabling more strategic, data-informed decision-making. It provides organisations with a resource to strengthen their own practice governance frameworks while creating a shared language and approach across the sector.

To support adoption of the guide, we facilitated Communities of Practice for ACWA and Fams member organisations. These sessions enabled services to embed practice governance approaches and share learnings with peers.

Building on this momentum, we started a project with Windermere to develop an organisational practice governance framework and data system. This initiative has strengthened our partnership with Windermere and extended the application of practice governance approaches across the sector.

# EMBEDDING EVIDENCE-INFORMED CONTENT

We advanced our partnership with **Emerging Minds** to embed evidence-informed child mental health content across the disability and early childhood sectors.

Engagement focused on **Local Area Coordinators (LACs)** within the **NDIS**, including the delivery of **Communities of Practice for Early Childhood Early Intervention** and **LAC staff**.

Topics included child mental health and disability, child-centred practice, supporting families experiencing adversity, and practitioner self-care. We introduced child mental health content to smalltalk practitioners, embedding resources into statewide Communities of Practice, conference presentations, training modules and coaching protocols. This work reached hundreds of practitioners and generated strong positive feedback.

We also developed a policy and practice paper on greenspaces and child mental health, informed by consultations with education, health, urban planning and community sectors. Work is continuing with Emerging Minds, enabling further efforts to build sector capacity, support practitioners and influence policy to strengthen child mental health outcomes nationally.

# SHARING KNOWLEDGE AND BUILDING CAPABILITY

In 2024–25, we presented at national and international conferences, including **MyTime** at the **FRSA Conference** and four papers at the **I-CEPS Symposium** covering **smalltalk**, **MyTime**, the **Me as a Parent tool**, and **ForWhen**.

Staff also engaged in cross-sector forums and working groups, including **Safe and Supported (Data and Accountability Working Group)**, the **Parenting and Family Research Alliance (PAFRA)**, and the international **Consortium of Teacher Education and Development**.

We delivered two major projects centred on the **Me as a Parent Scale (MaaPs)**. Funded by **Victorian Government Department of Families, Fairness and Housing**, the first project-built practitioner and manager capability through workshops to increase confidence in collecting and using MaaPs data in practice.

The second, supported by the **Victorian Government Department of Treasury and Finance**, designed and trialed an online platform to streamline MaaPs data collection and use – a step towards a broader Continuous Practice Improvement platform for the sector.

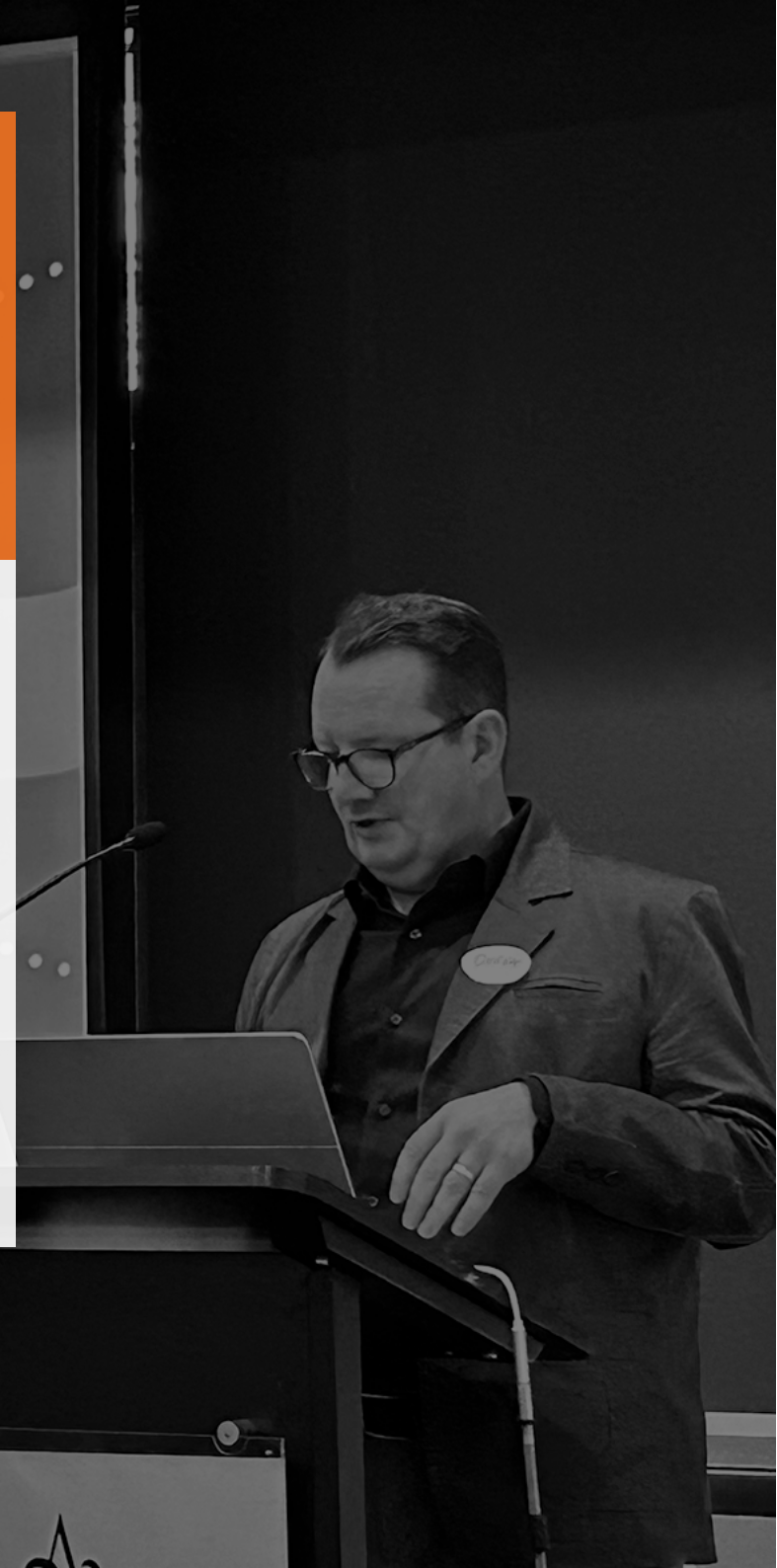
# DIGITAL RESOURCES AND OUTREACH

**We create and promote evidence-based resources, ensuring they reach the families who need them**

In 2024–25, we expanded across eight projects, securing additional funding to increase reach and impact under our contract with the **Australian Government Department of Social Services**. The team delivered high-quality outputs while taking on new activities in marketing, promotion, partnerships, and innovative content development, including two new philanthropic projects.

This year also brought a focus on planning for the future, with strategies developed in digital marketing, distribution, and social media to align with the Raising Children Network's five-year plan and prepare for the next funding period in 2026. The team also explored new approaches, including AI tools and behavioural insights, as well as co-designed, community-led projects with partners.

As we enter 2025–26, and celebrate 20 years of the Raising Children Network, we are well placed to continue supporting the priorities of the **Australian Government Department of Social Services** and the **Australian Government Department of Health and Aged Care**.





# CONTENT AND REACH

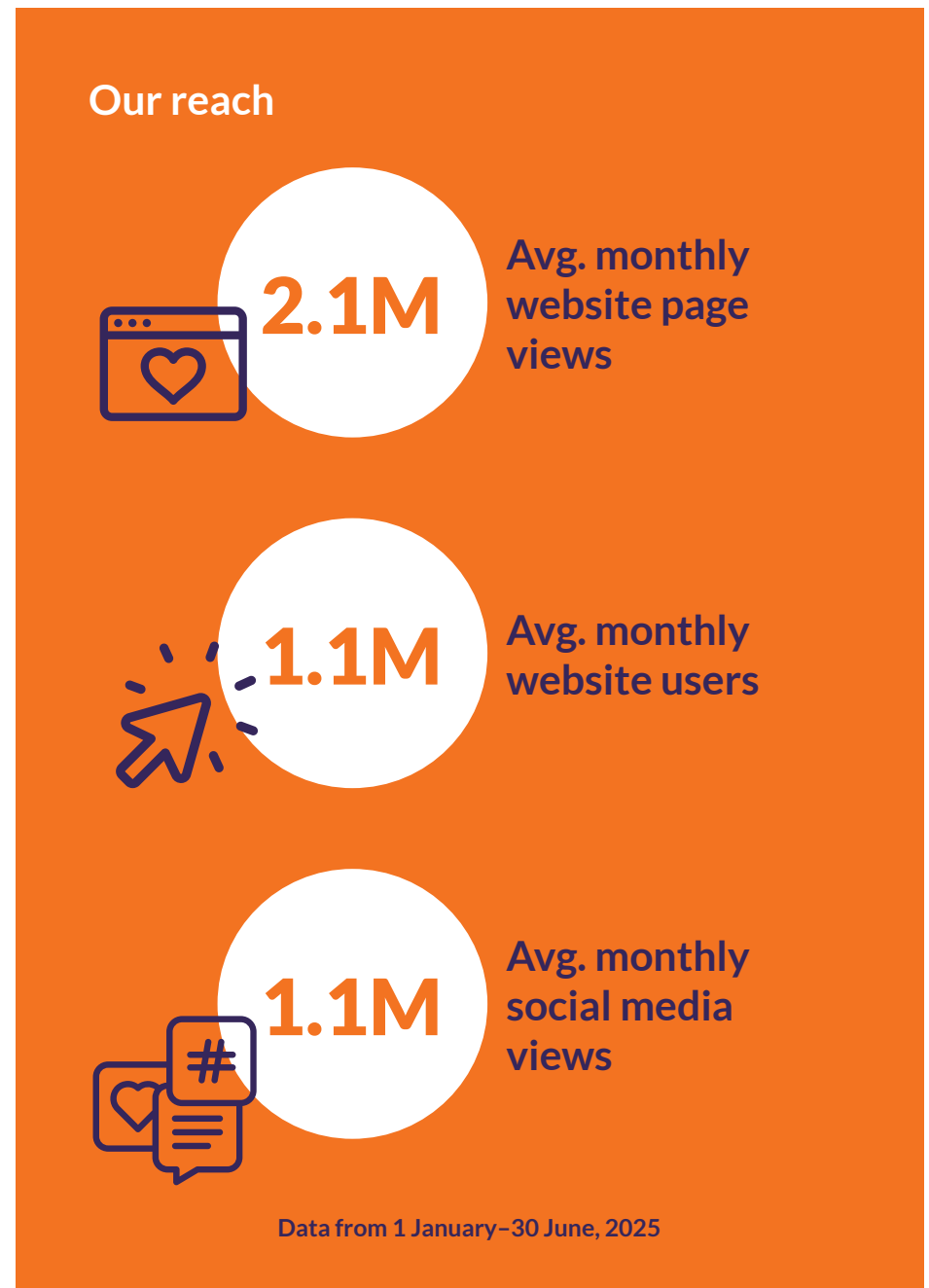
In 2024–25, **Raising Children Network** achieved and surpassed content deliverables for both the main and **Enhance Plus** projects, and met all currency review targets by May.

Additional content assets are in development and scheduled for release in July–August, providing a head start on 2025–26 targets.

Production of new micro-learning content began in 2025, extending messages into formats tailored for video platforms and future social media use.

In May–June, we ran a child development campaign using updated downloadable video assets reformatted for Instagram and Facebook.

The campaign, which targeted non-followers, delivered excellent results and has set the foundation for further content-led social advertising as part of the Raising Children Network’s new social media strategy.



# PROMOTION

This year, our resources were included in **Young Children in Digital Society**, a new digital support for parents and professionals.

We developed content-sharing agreements for Raising Children Network resources to be used in the **Tasmanian Health record for new parents**, incorporating QR codes and licensed PIP images. In South Australia, we partnered with the **Early Years Department of Catholic Education** to distribute collateral to 2000 families attending supported playgroups.

We promoted Raising Children Network resources at major events including the **NT Department of Education and Training Leaders' Summit 2024** in Darwin, the **Source Kids Disability Expos** in Brisbane and Perth, the **Australian Evaluation Society Conference**, and the **Maternal and Child Health Conference** in Melbourne.

We launched a promotional animation designed to raise Raising Children Network's brand profile, highlight the importance of accessing trustworthy information about child development, and encourage families to seek professional support when they have concerns about their child's development.

# WEB DEVELOPMENT

The Raising Children Network web development team, working with our technical platform (Squiz DXP), is introducing an AI-supported conversational search feature.

This innovation will enable parents, carers and professionals to experience responsive, conversational interactions that reflect how users naturally think and speak, improved navigation to relevant supports and resources, and contextual content tailored to real-life situations and questions.

Conversational search will allow users to access evidence-based answers to their questions in real time – helping families and professionals find the right information more quickly and effectively.

The Raising Children Network website is a joint initiative of the **Parenting Research Centre**, the **Royal Children's Hospital** and **Murdoch Children's Research Institute**.

# PARTNERSHIPS

With funding from the **Minderoo Foundation**, we started to design and test a new form of message-based support for parents of young children, drawing on Behavioural Insights principles. The project aims to develop scalable approaches to delivering timely parenting support.

Nationally distributed resource packs, co-developed with partners, were delivered to primary schools across Australia. These included a **Conversation Toolkit** featuring Raising Children Network content and attributions, with QR codes linking directly to resources.

At the request of the **Victorian Equal Opportunity & Human Rights Commission**, we supported the development of a digital resource, **Talking with your child about sexuality and gender**, designed to support LGBTQ+ families.

Our partnership with the **ABC** included the parenting TV show *Role of a Lifetime*, collaborations with **ABC Education**, and a joint project with the **Big Ideas podcast series**, focusing on parenting teenagers in the digital age. With Centre for Community Child Health and Murdoch Children's Research Institute, we launched the **2025 Paediatric Professional Education Series** – an online professional development program for practitioners.

These activities extended Raising Children Network's reach, strengthened partnerships, and built visibility with both families and professionals.



# INNOVATION AND STRATEGY

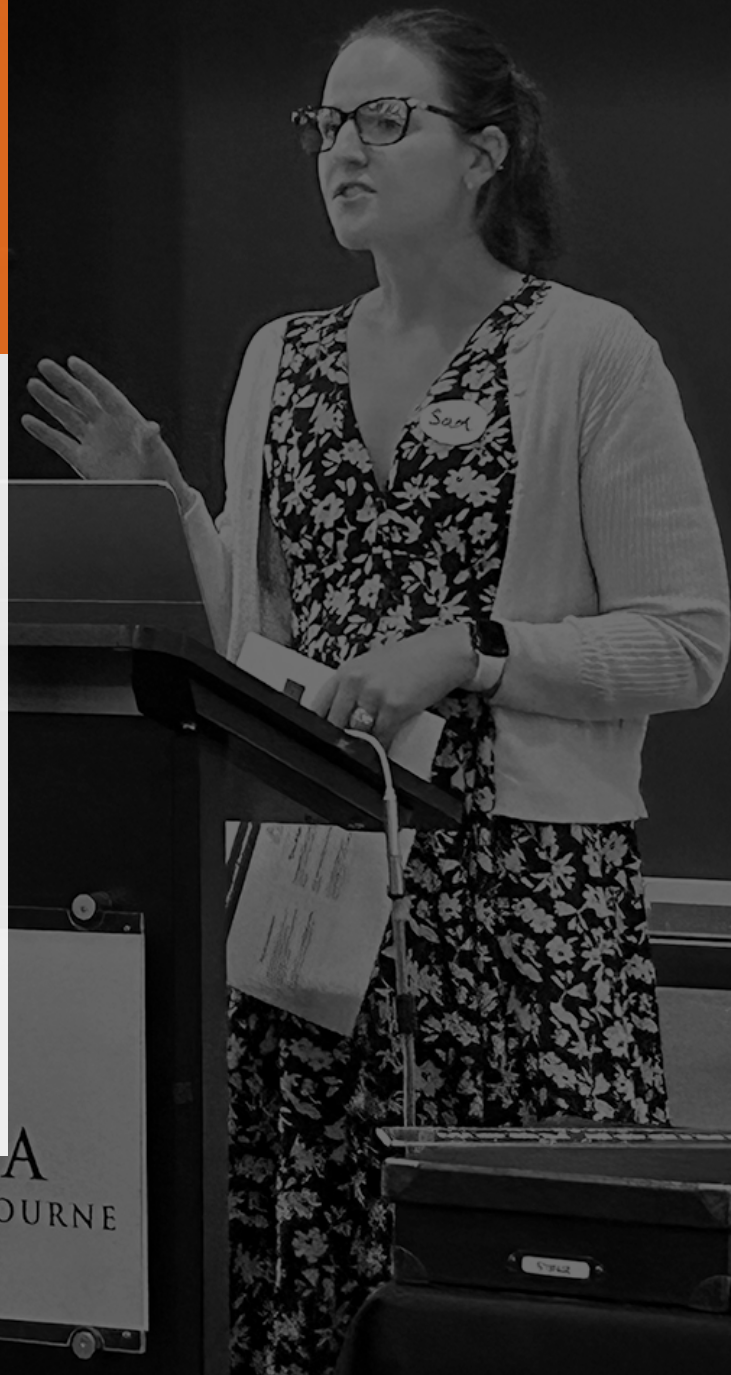
## Where strategy meets innovation to shape our organisation's future

The Strategic Initiatives Group (SIG) was created to lead projects that are strategically important, cross-portfolio, or require specialist skills and commercial insight. SIG provides expertise in market sizing, commercial assessment and innovation processes, enabling us to test new concepts and enter emerging markets.

Ideas can come from anywhere; SIG assesses feasibility, builds them into viable concepts and positions them for long-term success. Governance sits with our Leadership Team, which sets priorities and allocates resources to initiatives most likely to deliver long-term impact.

Key activities include:

- leading innovation and new products
- extending partnerships and reach
- identifying opportunities for advocacy and collaboration
- supporting portfolios with specialist expertise
- building capability in analytics, testing and innovation practice.





# DRIVING INNOVATION THROUGH STRATEGIC INITIATIVES

With funding from the **Victorian Government Department of Treasury and Finance**, we are working with **Action Lab at Monash** to digitise the **Me as a Parent Scale (Maaps)**.

This platform will create a national dataset to drive continuous improvement and from the basis of a broader suite of digital impact measurement tools.

In partnership with **Playgroup Victoria** and **OurPlace**, we developed the concept and structure for a new **Early Home Learning Network** to champion programs such as smalltalk and provide a platform for advocacy, collaboration and evidence sharing. A funding decision is pending.

Together with **FAMS** and **ACWA**, we co-designed a **Practice Governance Framework** and guide for community organisations. A pilot with **Windermere** tested direct organisational support, paving the way for broader sector application.

# SHOWCASING IMPACT ON THE GLOBAL STAGE

After months of planning, filming, promoting, and scheduling, the **Parenting and Family Research Alliance's (PAFRA) International Congress on Evidence-based Parenting Support (I-CEPS) 2025** took place in June 2025.

I-CEPS aims to inspire global collective action to enhance access to high-quality, evidence-based, and culturally appropriate parenting support for all parents. This online, international event has an ambitious agenda and aims to improve the quality of life for millions of children and families worldwide.

We were a Platinum sponsor, and more than 20 of our staff presented cutting-edge research, hosted thought-provoking roundtables, and provided behind-the-scenes troubleshooting.

The final day of the event was an I-CEPS first: a day designed for parents and carers. Streamed online, **Parent Day** was about cutting through the noise and bringing trusted, research-driven insights from around the world direct to parents and carers. Parent Day was proudly supported by the Raising Children Network, with our team ensuring content was credible, and practical for parents and carers to use.

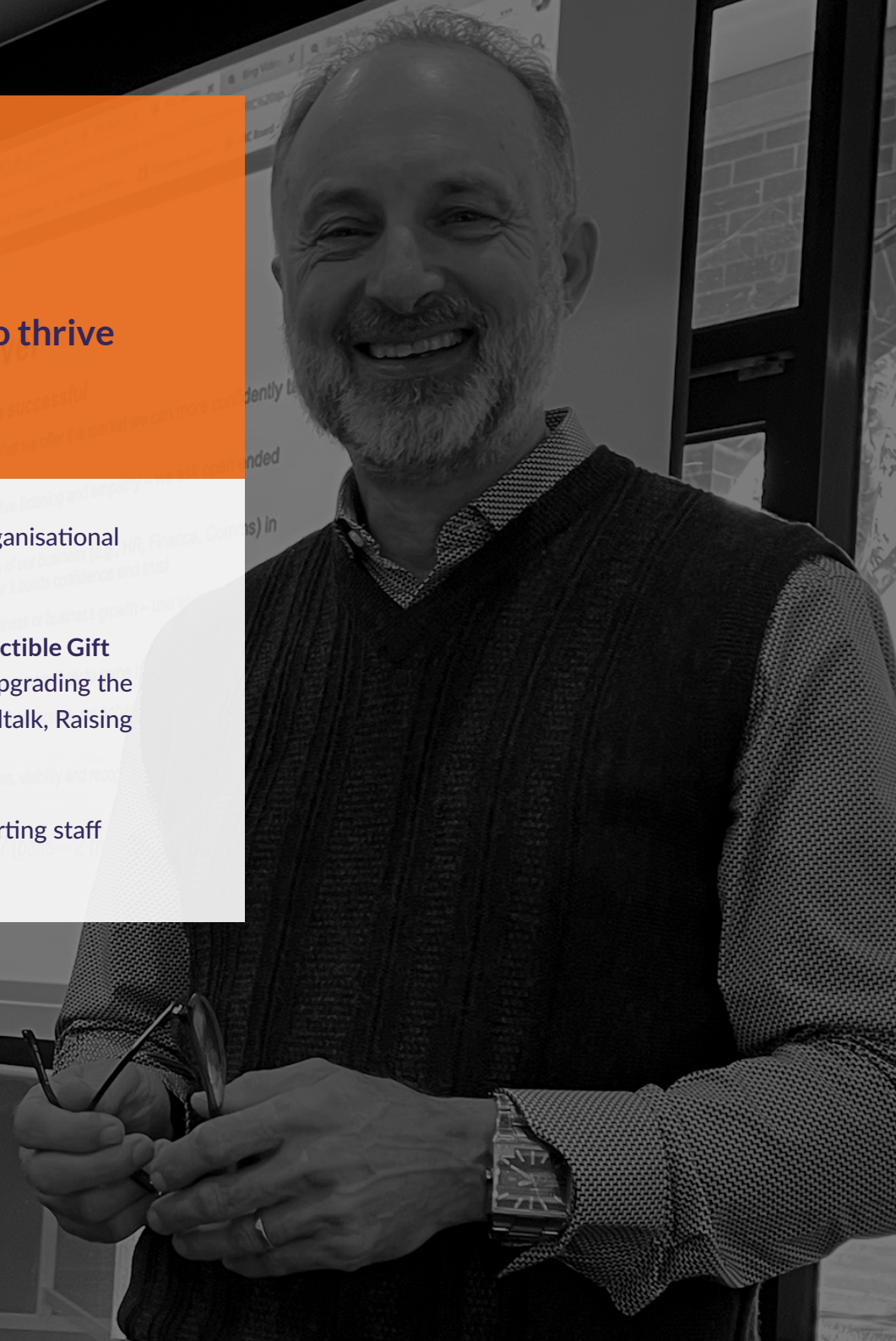
# SHARED SERVICES

Our shared services team supports the organisation to thrive

In 2024-25, the Shared Services team supported the organisation to deliver organisational objectives and respond to emerging priorities.

Key achievements included securing **Authorised Research Institute (ARI) Deductible Gift Recipient (DGR) status**, achieving **ISO 27001** and **SOC 2 Type II certification**, upgrading the website and intranet, and progressing trademark applications for MyTime, smalltalk, Raising Children Network and Parenting Today.

These efforts strengthened compliance, security and sustainability while supporting staff wellbeing and organisational performance.



# RAP SUMMARY

In March 2025, we completed our second Innovate RAP, maintaining a strong focus on deliverables and embedding reconciliation principles across our work.

After consultation with First Nations Advisors and a Stretch RAP organisation, and consideration by the Board, we committed to a third Innovate RAP with some Stretch goals. This balances ambition with organisational capacity, while deepening our reconciliation commitments.

Reconciliation activities remained central to staff engagement. National Reconciliation Week, NAIDOC Week, and National Aboriginal and Torres Strait Islander Children's Day were celebrated. We also launched an Engagement Plan to strengthen participation in reconciliation activities.

We worked with Aboriginal-owned agencies and consultancies including **IPC Management Consultants** and **Curijo** on a **HIPPY evaluation**; **Arney Chong Consulting** on a **Queensland Sibling Placement research project**; and **Nyoka Fetoa'i Consulting** leading an **Oversight Body of Traditional Owners** on a community-driven project supported by Raising Children Network.

We drafted a cultural safety framework and cultural resources list, and joined **Supply Nation**, doubling our procurement spend with certified Aboriginal businesses.

Staff also undertook learning activities, including a Welcome to Country and cultural walks.

We invited key speakers to broaden our knowledge, including **Gerald Featherstone**, (Bundjalung man, social worker and CEO **Kummara**), at our end of year event. Gerald shared wisdom from his PhD on Aboriginal child rearing practices and strengths of urban Aboriginal parenting in Brisbane.

For the first time, we participated in the **Workplace RAP Barometer**. Results showed strong engagement: 92% of staff participated in three or more RAP activities, and 89% of staff reported knowing the Traditional Custodians of the lands where they work.

These results provide a valuable baseline for our next Innovate RAP, which will focus on actioning existing strategies and strengthening sector connections through RAP networks and events.

# MARCOMMS

## **The MarComms team strengthens PRC's impact by strategically communicating our work to the right stakeholders.**

In 2024–25, the team provided expertise across communications, stakeholder engagement, reputation management, government relations, design, editing, marketing and events.

Highlights included the launch of a new staff intranet and public-facing website, participation in high-profile events such as I-CEPS, and providing communications support for flagship programs, including Raising Children Network, Raising Healthy Minds, MyTime, smalltalk, and the Parenting Today national survey.

Our new PRC website, launched in October 2024, was designed to strengthen business development capability while meeting accessibility standards. The site showcases PRC's services and programs, features case studies, and provides clear pathways for prospective clients. This was supported by a stronger focus on LinkedIn and regular sector e-newsletters.

In October 2024, we launched a new intranet, providing staff with a digital home for organisational updates, collaboration and celebrating achievements. The upgraded platform moved us to 'Modern' SharePoint, improving functionality, personalisation and ease of use.

In 2024–25, we supported PRC's visibility across national and state events, including Source Kids Disability Expos, the AES International Evaluation Conference, playgroup and maternal and child health forums, and the FRSA National Conference. We also chaired the marketing committee for I-CEPS 2025, including its inaugural Parent Day online event, and supported PRC staff in their conference presentations, panels and media engagements.

In 2025–26, MarComms will continue to grow PRC's reputation, particularly among government stakeholders. Priorities will include dissemination of Parenting Today survey findings and highlighting the impact of PRC programs, especially Raising Children Network and MyTime, ahead of the next funding cycle.



# OFFICE AND IT

PRC continues to embrace hybrid working, with staff primarily working remotely and accessing shared office space where available.

Through our partnership with Hub Australia, we provide office access in Melbourne, Sydney, Brisbane, Adelaide and Perth, with additional space booked as needed. Responding to staff feedback, we relocated our Sydney team this year to a brighter, more spacious office on the same floor.

Maintaining secure, resilient and functional digital systems remains a priority of the Operations team.

In collaboration with our IT managed support provider itconnexion, our Virtual CIO David Stagg from Endpoint Focus, and specialist consultants, we ensure staff have the tools and support they need to work effectively and securely with partners, clients and funders.



## Key achievements in 2024-25

- Device upgrades: invested \$96k to replace laptops and mobile phones in line with our three-year cycle.
- Security and compliance: staff completed scheduled training to maintain strong information security practices.
- Dual accreditation: achieved ISO 27001 and SOC 2 Type II certification, providing assurance that our systems are strategically governed and effective in practice.
- This combination of secure systems and recognised accreditation strengthens our reputation, supports procurement and partnership processes, and enhances our ability to work with government and philanthropic funders.

# OUR PEOPLE, OUR CULTURE

Celebrating our people and culture

Over the past year, we introduced a new remuneration review process supported by updated policy and procedures. We also ensured compliance with legislative changes, including Closing Loopholes Bill No. 2 (Right to Disconnect and casual employment changes) and Portable Long Service Leave.

The HR team coordinated organisation-wide events that strengthened staff connection and engagement, and developed new policies to support wellbeing and foster a positive workplace culture. A significant highlight was the launch of our in-house, eight-month **Leadership Development Program**, designed to build capability and prepare future leaders across the organisation.





# STRENGTHENING POLICIES, COMPLIANCE AND STAFF EXPERIENCE

Our success reflects the skill, passion, loyalty and hard work of our people. These qualities are central to our client value proposition and make PRC a great place to work.

We partnered with **Xref Engage** (formerly Voice Project) to conduct an external engagement survey. We were proud to again receive a **Best Workplace Award** for strong engagement and leadership practices – our third consecutive award.

This year, we held our inaugural leadership development program. The program consisted of a combination of online and face-to-face sessions as well as in person workshops focusing on deeper self-awareness and growth as well as leadership tools and frameworks. Twenty staff completed the program, with 100% of participants rating their experience of the program as ‘Good’ or ‘Excellent’. Given the success, we plan to deliver another leadership development program in the 2025-26 year.

In March 2025, we held our second staff conference with a focus on our strategy and vision, as well as professional development sessions and presentations from all areas of the organisation.

# STAFF SURVEY TRENDS (2019–2025)

Biannual staff surveys track three indicators: engagement, wellbeing and progress. Results show we consistently perform above industry benchmarks (12%, 9% and 20% higher respectively).

Engagement reached its highest level in 2025 and lowest in 2019. Gains reflect the embedding of the portfolio structure, portfolio lead roles, and hybrid work practices.

Wellbeing remained stable across most years, with dips in 2019 (COVID-19) and 2025 (increased workload due to year-end demands and a high volume of tenders). Progress has shown a steady upward trend, aligning with the organisation’s strategic plan, our values and consistently high levels of mutual respect. Confidence in senior management has remained strong (averaging 92%), while staff perception of PRC’s goal achievement reached its highest point in 2025.

The 2025 survey showed an eNPS of +64, well above the not-for-profit benchmark of +20, indicating a high proportion of employees would recommend PRC as a workplace.



# STAFF RECOGNITION

## 2024 End of Year Annual Award Winners

We thank all our winners for their significant contributions.

- **Douglas Marshall Award** Kim Campbell is recognised for her warmth, approachability and support across the organisation. Her organisational skills, patience and dedication set her apart, making her an invaluable team member.
- **Project of the Year** The Wesley Project Team demonstrated professionalism and persistence in building strong stakeholder relationships, negotiating scope and delivering a collaborative solution. The Fams Practice Governance Framework Team displayed commitment and passion in responding to client needs and feedback, producing a high-quality framework that achieved strong client satisfaction.
- **Leadership Excellence** Jenny Boadle is recognised for fostering highly effective teams where contributions are valued and shared goals create a strong sense of purpose.
- **Unsung Hero** Fiona Collett is acknowledged for her outstanding reliability in finance and payroll. For over nine years she has ensured every payroll cycle and end-of-month process is delivered with accuracy and commitment.



## Service milestones

In 2024–25, 34% of staff had reached 10 years or more with PRC, reflecting high employee engagement and strong values-driven leadership. We acknowledge the following milestone anniversaries:

- **10 years** – Antony Gates; Liz Cooper
- **15 years** – Roger Lam

# OUR CLIENTS

## What success means to our clients



We understand that project success goes beyond meeting performance metrics. The Project Management Institute defines a successful project as one where there is shared agreement that it “delivered value that is worth the effort and expense”.

Client feedback is central to our quality management system. It helps us assess how well our products and services align with expectations, and where we can evolve. By listening and adapting, we strengthen trust, build satisfaction and uncover opportunities for innovation and growth.

### What our clients told us:

- They enjoy working with us
- They are very to extremely likely to use our services again
- They are satisfied or very satisfied with our issue resolution and services
- They rate the quality and professionalism of our work as good or very good
- They are satisfied to very satisfied overall with our services

Our Net Promoter Score (NPS) reached 83% in 2025, up from 73% in 2023–24. With any score above 50% considered very strong, this is an exceptional result.

# OUR BUSINESS

**Our business operations underpin PRC's ability to deliver on its mission**

Our ISO 9001:2015 Quality Management System was audited in January 2025, resulting in unqualified recertification. Maintaining this certification affirms PRC's commitment to consistent quality, operational excellence and continuous improvement.

This year, our quality management team conducted 11 internal audits, covering seven project-specific quality audits and four operational audits across documentation, risk management, HR and infrastructure. These processes strengthen efficiency, compliance and adaptability in a time of rapid change.

At the beginning of the year, we set a challenging income target of \$14.4m. We were able to achieve this target including investment of \$367,700 in strategic development and achieving a surplus of \$127,018.

These results reflect sound financial management and progress toward our goal of achieving long-term sustainability.



# OUR REACH

Our influence extends nationally and globally, driven by our evidence-backed services, programs, and resources





# FINAL THOUGHTS

**A shared journey into the future**



**As we look ahead, the work undertaken in recent years will continue to deliver results.**

Our first-ever Parenting Today national survey has review and analysis stages in late 2025, with findings to be launched in 2026. This landmark research will provide a powerful platform to influence policy, programs and practice across government and the community sector.

MyTime and the Raising Children Network will enter a period of renewal, and we will work with government and partners to secure long-term funding and identify growth and innovation opportunities.

Looking ahead, our ambition is bold:

- Policy shaped by evidence that reflects all kinds of families, in all their diversity and strengths.
- Programs like MyTime, smalltalk and the Raising Children Network embedded long-term, with flexibility to meet emerging challenges.

- Our work is used not just for awareness but for action in schools, health and disability systems, early childhood services, and community hubs.
- Networks of support so that every parent feels seen, heard and equipped, no matter their postcode, culture, income or identity.
- Extend our influence across philanthropic and corporate spheres, bringing everyone to the table to maximise impact.

As 2024–25 closes, I would like to thank everyone who has lent their voice, curiosity and trust: parents and carers, government and community partners, funders, researchers, and every person who believes that childhood matters. Together, the pathways laid in recent years will continue to guide our progress toward a future where every child thrives, every parent feels supported, and every community is strengthened by care, respect and hope.

**Rob Ryan**, CEO Parenting Research Centre

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