



Parenting Research Centre

Innovate Reconciliation Action Plan

July 2026 – June 2028



RECONCILIATION
ACTION PLAN

INNOVATE



Parenting
Research Centre

Acknowledgement of Country

The Parenting Research Centre acknowledges the diverse Aboriginal and Torres Strait Islander people as the Traditional Custodians of the ancestral Lands that make up this country. We pay our respects to the Elders, past and present. In doing so, we acknowledge the deep attachments and relationships between Aboriginal and Torres Strait Islander peoples to Country.



About the artwork

Sonia Sadler (Torres Strait Islands), *Their Own Way*, 2026, acrylic on canvas.

The artwork painted represents daughters becoming women and make their own way as young mothers

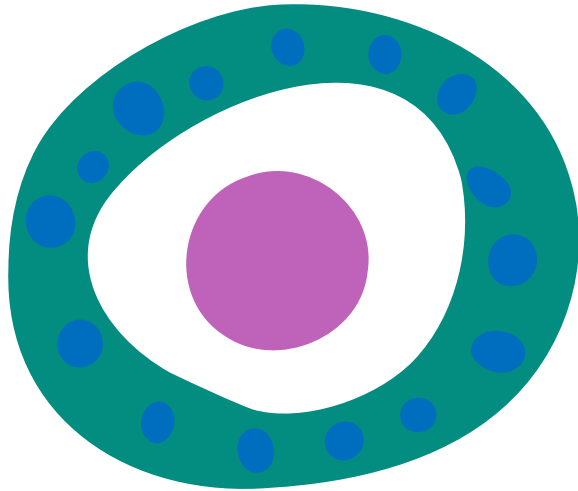
This artwork was created through The Torch, a not-for-profit organisation which supports a First Peoples community of artists to break the cycle of incarceration by strengthening cultural connection and knowledge through arts practice.

About the artist

Sonia is a Torres Strait Islander artist with connections to Papua New Guinea. Sonia is well known for her colourful woven baskets which take inspiration from the world around her, memories of childhood, and her Country. She began weaving in prison, learning the technique from her sisters inside.

Sonia's paintings are characterised by bold colours and high contrast, often featuring saltwater imagery. She paints as a way to support her mental health and describes her approach as intuitive, often beginning an artwork without a fixed plan and letting the process of painting guide the finished piece.





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Message from our CEO

I am proud to introduce the Parenting Research Centre's third Innovate Reconciliation Action Plan, a renewed commitment to walking alongside Aboriginal and Torres Strait Islander peoples as we deepen our learning, our relationships and our impact.

Recently, our team re-watched the National Apology and response by Professor Tom Calma. I have seen these videos several times, but I was profoundly moved on this occasion, thinking about how, when we as a country unite and listen deeply with open hearts, we can make huge strides in reconciliation.

Across our organisation, we recognise that reconciliation is not a destination but a continual journey of listening, reflecting and acting. Our previous RAPs built connections with communities, strengthened our cultural capability, and embedded practices that honour the knowledge, strengths and leadership of Aboriginal and Torres Strait Islander peoples. This third Innovate RAP is our next step forward, one that asks more of us, invites us to be bolder, and challenges us to bring reconciliation into every part of our work and lives.

As an organisation dedicated to improving outcomes for parents, carers, children, families and partner agencies, we understand that meaningful reconciliation is inseparable from our mission and vision. We also recognise, consistent with evidence on how change happens, that outcomes are shaped by the environments, systems and relationships that surround us. Creating environments where children thrive requires acknowledging the profound impacts of colonisation, respecting self-determination, and valuing the cultural strengths that have supported Aboriginal

and Torres Strait Islander families for tens of thousands of years. It reminds us that raising children, supporting families, and advancing reconciliation are collective responsibilities.

We cannot aspire to excellence in our work without actively partnering with communities, elevating Aboriginal and Torres Strait Islander voices, and embedding cultural safety in the way we operate. This RAP calls us to go further: to strengthen the relationships we have built, to grow new partnerships grounded in trust and reciprocity, and to ensure that the insights and knowledges of Aboriginal and Torres Strait Islander peoples shape our research, our practice, and the systems we seek to influence. It reflects our aspiration to contribute to lasting structural change, recognising that the conditions we create today will shape outcomes for generations to come.

I am grateful to the Aboriginal and Torres Strait Islander colleagues, advisors, community members and partners who have been mentors and friends over many years and continue to teach us, guide us and hold us to account. I also want to acknowledge our staff, whose dedication to this work has made each RAP richer, stronger and more impactful.

Reconciliation asks us to be courageous. It asks us to embrace humility and curiosity, to nurture relationships with care, and to act with consistency and conviction. With this third Innovate RAP, the Parenting Research Centre reaffirms its commitment to these principles. We look forward to continuing this journey together, towards a future grounded in healing, equity and shared opportunity for all children and families.

Rob Ryan

CEO, Parenting Research Centre



Statement from Karen Mundine CEO of Reconciliation Australia

Reconciliation Australia commends Parenting Research Centre on the formal endorsement of its third Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Parenting Research Centre continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloging the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Parenting Research Centre will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Parenting Research Centre using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

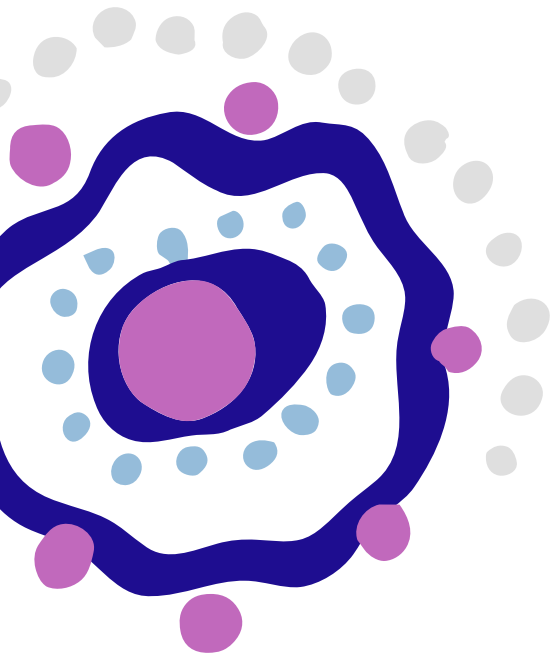
This Innovate RAP is an opportunity for Parenting Research Centre to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Parenting Research Centre will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Parenting Research Centre's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Parenting Research Centre on your third Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer
Reconciliation Australia



Our vision for reconciliation

Our vision for reconciliation is an Australia where all children are raised in ways that are safe, nurturing and culturally strong. We commit to supporting parenting that is guided by Aboriginal and Torres Strait Islander self-determination and knowledges, and to supporting Aboriginal and Torres Strait Islander peoples to lead their own decisions, pursue their aspirations and sustain strong, thriving communities.





Our business

The Parenting Research Centre (PRC) is an independent, not-for-profit organisation that has worked for 30 years to strengthen parenting and family support across Australia. Our work spans early childhood, health, disability, education and welfare systems, and is grounded in a clear mission: to help children thrive by ensuring parents are equipped with the knowledge, skills and support they need.

We do this by working with like-minded organisations to improve outcomes for families and children, because when parents are supported, children do well and we all benefit. For example, together with the Murdoch Children's Research Institute, we co-deliver the Raising Children Network, Australia's premier source of evidence-based parenting information, used by more than 80,000 parents and professionals every day.

We collaborate with clients in six ways:

- **Building evidence:** We generate, synthesis and evaluate evidence and focus on presenting results in meaningful ways.
- **Knowledge translation:** We help share and translate knowledge in ways that mean something to our clients and those they work with.
- **Strengthening practice:** We uncover evidence-based solutions tailored to client needs, which can involve adapting existing approaches or devising new ones.
- **Assessing impact:** We bring real-world experience to evaluations, which makes the end-product more than an academic exercise.
- **Implementation:** Our implementation work ensures the right plans and structures are in place, so that evidence-based programs, services and ways of working are sustainable.
- **Innovative change solutions:** Our proven experience in creating interventions that make a real difference can be seen in the programs we develop, implement, assess and operate.

The PRC has a national focus and partners with clients in all Australian states and territories and partnerships in many countries including Singapore, Sweden and United Arab Emirates. Our staff members are based across six jurisdictions: Victoria, New South Wales, Queensland, South Australia, Australian Capital Territory and Western Australia.

The PRC acknowledges and respects Aboriginal and Torres Strait Islander peoples and the Traditional Custodians across the many different Countries and Lands on which we undertake our work. We pay our respects to Elders, past and present. We pay special respect to the Aboriginal Custodians of the Land on which our offices are based: the Wurundjeri people of the Kulin Nation (Melbourne) and the Gadigal people of the Eora Nation (Sydney).

Our RAP

Reconciliation is fundamental to the Parenting Research Centre – who we are and what we aim to achieve as an organisation.

As a national, non-Indigenous organisation whose purpose is to improve outcomes for children and families, we recognise our responsibility to contribute to healing, equity and structural change.

A RAP helps ensure that our cultural, ethical and organisational commitments are intentional, measurable and grounded in respectful partnership with Aboriginal and Torres Strait Islander peoples. It provides the framework for us to deepen cultural safety, honour First Nations leadership, and embed reconciliation in every aspect of our work from research and service design to organisational culture and systems change. We acknowledge gaps in our past practice and are committed to stronger, more culturally informed practice moving forward.

Our RAP is championed by our CEO Rob Ryan. Rob brings extensive experience partnering with Aboriginal and Torres Strait Islander organisations, including his work at Life Without Barriers where he contributed to the development of the first not-for-profit Elevate RAP in the program's history. He has also led the development of several Innovate RAPs at previous organisations, including Key Assets. Rob has a deep commitment to ensuring that our work is guided by cultural knowledges, self-determination and community

leadership. His advocacy has helped reconciliation remain a strategic priority for PRC, supported by transparent governance, the resourcing of cultural partnerships, and a culture that encourages staff to engage with courage, reflection and humility.

Our Parenting Research Centre Board are also passionate advocates and contributors for this work with our Chair, Heather Finlayson, Deputy Chair, Michael Maher, our Board RAP lead, Trent Ludkin and all the Directors committed to reconciliation and impact. We also acknowledge past executive champions: Warren Cann (previous CEO) and Annette Michaux (previous Director, Policy and Practice).

Our RAP Working Group represents all areas of the organisation. Membership is voluntary and supported by managers and directors, so that the time and expertise of members are recognised as part of their core roles. Because PRC does not currently have Aboriginal and/or Torres Strait Islander staff members, we engage two independent First Nations advisors through

Memoranda of Understanding: Curijo Pty Ltd (Tina McGhie and Belinda Kendall) and Nyoka Fetoa'i Consulting. Their cultural guidance, expertise and accountability are central to our RAP journey, ensuring our decisions and actions align with the expectations and aspirations of Aboriginal and Torres Strait Islander peoples.

RAP WORKING GROUP MEMBERS

- **Rob Ryan** (RAP Champion) CEO
- **Emma Carmody** Senior Practice Design Specialist
- **Natalie Day** Senior Research Specialist
- **Jessica Henderson** Communications Officer
- **Angela Micheletto** Practice Design Specialist
- **Celina Odachowski** Project Officer
- **Elly Robinson** Principal Specialist
- **Gina-Maree Sartore** Senior Research Specialist
- **Tina McGhie** Director, Curijo
- **Belinda Kendall** Director, Curijo
- **Trent Ludkin** Director and Board RAP Lead

History



2013 Starting our journey: Reflect RAP

The Parenting Research Centre's reconciliation journey began in 2013 when we formed our first RAP Working Group, bringing together staff from across the organisation.

2016

With support from leadership and guidance from Aboriginal and Torres Strait Islander advisors, we launched our first Reflect RAP in 2016. This early work focused on building awareness of the importance of reconciliation, developing protocols like Acknowledgement of Country, and delivering cultural awareness training to staff.

2019 Strengthening commitment: Innovate RAP

In 2019, we launched our first Innovate RAP, which took our commitment further by embedding cultural learning into our everyday work. Staff were supported through new training programs, events were held to recognise key cultural events such as National Reconciliation Week, and connections with Traditional Custodians deepened across the country.

2023-2025

Our second Innovate RAP, launched in 2023 and completed in early-2025, has been our most impactful. With guidance from Cultural Advisors Tina McGhie and Belinda Kendall at Curijo Pty Ltd, we created foundational documents including an Aboriginal and Torres Strait Islander Cultural Learning Strategy, Stakeholder Engagement Plan, and Cultural Protocols Guide. These tools now support our staff in working more respectfully and effectively with Aboriginal and Torres Strait Islander communities.

We also built new partnerships and successfully secured major collaborative projects – like the national evaluation of the HIPPY parenting program, alongside Curijo and IPS Management Consultant as partners. HIPPY (the Home Interaction Program for Parents and Youngsters) is a national home-based program that supports early childhood learning and strengthens parents' connections to community. Curijo (First Nations-owned and led) and IPS (majority First Nations-owned) provided vital evaluation governance and co-design expertise and shared responsibility for delivering evaluation components. We feel that this work was a true example of teamwork and sharing across our three organisations.

2026-2029

Staff engagement and looking ahead

Our most recent results from the 2024 Workplace RAP Barometer reflect strong staff engagement. As we move into the development of our third Innovate RAP, we're focused on deepening our impact and listening more closely. We will continue our journey in partnership with Aboriginal and Torres Strait Islander peoples toward a more inclusive, equitable future for all families. We see RAP actions as everyone's responsibility within the organisation, with accountability for delivery resting with our leadership group.

90%

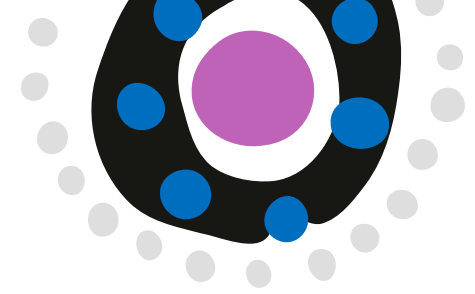
feel confident
engaging
respectfully
with First
Nations people

100%

believe
we should
maintain or
increase our
commitment to
reconciliation

98%

believe
truth-telling is
important



Case study

A turning point

An important lesson in our reconciliation journey during our second Innovate RAP came during a direct, repeat business request from Government for us to update an evidence review of parenting programs that we had conducted several years earlier. The scope of the request was to conduct a single review of the evidence, encompassing mainstream parenting programs as well as programs developed by Aboriginal and Torres Strait Islander organisations, and programs adapted for Aboriginal and Torres Strait Islander families.

From our experience conducting previous evidence reviews, we understood that the nature of parenting programs and program evaluations for Aboriginal and Torres Strait Islander families is quite different to mainstream parenting programs, and therefore an evidence review of Aboriginal and Torres Strait Islander families needed a different methodological approach, and therefore a separate evidence review. If not, the rich evidence for these programs would be missed, overlooked or inappropriately assessed. Importantly, we recognised that it wasn't appropriate or culturally respectful for a non-Indigenous organisation like ours to lead such work without Aboriginal and Torres Strait Islander leadership.

We advised the client that a separate, First Nations-led review was needed in addition to a review of mainstream parenting programs. We engaged in open dialogue with Arney Chong Consulting, a 50% Aboriginal owned organisation

and trusted partner of PRC, who confirmed our position. We knew that taking this position might risk us losing this contract as our view did not align with the client's request. Initially, the client was still keen for us to conduct one review encompassing all types of parenting programs, however after further discussion with us, plus their own exploration of the concerns we had raised, the client ultimately agreed and sought a separate pathway for a review of Aboriginal and Torres Strait Islander programs.

A significant enabler for the review team to take this stance and hold the risk of potential lost work was the strong support from PRC leadership. This moment marked a cultural shift for PRC. We now seek to partner early and meaningfully with Aboriginal and Torres Strait Islander organisations on any work involving their communities, or we do not pursue the work.

This experience highlighted the need to more

explicitly embed these principles in our Aboriginal and Torres Strait Islander Engagement Plan. As part of this Innovate RAP, we will commit to strengthening our project scoping processes to ensure early consideration of whether work involving Aboriginal and Torres Strait Islander communities should be community-led, co-designed or not pursued by PRC.

We will also improve how we contextualise key deliverables within national reform agendas, including Closing the Gap and related strategies, to ensure our role is clearly positioned and aligned with principles of self-determination. These refinements will be incorporated into our engagement Plan review and internal governance processes.

Case study

Translating intention into action

As we embark on our third Innovate RAP, we recognise that while we have established strong principles and frameworks, consistently translating intention into action remains an ongoing learning process.

During our previous RAP, several projects involving Aboriginal and Torres Strait Islander leaders and communities did not unfold as smoothly or collaboratively as we had intended, despite genuine goodwill. These experiences reinforced that effective partnership cannot be reduced to process alone; it depends on trust, relationships and cultural responsiveness. These are elements that require time, care and mutual understanding.

We also came to better understand the tensions that can arise between organisational and client-driven timelines, contractual deliverables and the relational pace required for meaningful and culturally appropriate engagement with Aboriginal and Torres Strait Islander leaders and organisations. In some instances, our ambitions for respectful partnership were challenged by external expectations around scope, resources or speed. This highlighted the importance of being clearer, both internally and with clients, about what culturally responsive engagement requires

from a PRC and partnership standpoint, and that we have a respectful and responsive approach that includes the Aboriginal and Torres Strait Islander peoples and communities we work with.

Importantly we have developed a deeper appreciation of the realities that many communities and partners navigate, including cultural responsibilities, lateral violence, trauma and illness. In this context, community and individual wellbeing and autonomy must take precedence over project efficiency.

These learnings continue to shape our approach. We are strengthening our ability to listen, adapt and hold complexity, recognising that reconciliation requires both aspiration and practical change in how we plan, scope and deliver our work.

As part of this Innovate RAP, we will:

- Strengthen project scoping processes to better account for relational engagement and community-led timeframes
- Be more explicit with clients about what culturally responsive practice requires, including realistic timelines and resourcing
- Build staff capability to navigate partnership complexity with cultural humility
- Introduce structured reflection points within projects involving Aboriginal and Torres Strait Islander partners to identify misalignment early and adjust course where necessary.



Initiatives: One page summary

1 Cultural safety uplift

Develop and strengthen PRC's cultural safety foundations by deepening knowledge, accountability and governance, and embedding Aboriginal and Torres Strait Islander perspectives across leadership and practice.

- Strengthen governance and leadership capability
- Partner with First Nations Cultural Advisors
- Build organisation-wide cultural literacy
- Develop and embed our Cultural Safety Framework

Time/effort: Extra Large – 18 months+

Accountable: CEO

Responsible: HR Manager; Portfolio Leads

Contributors: RAP Working Group; All staff; First Nations advisors

2 Strengthening partnerships

Build respectful, reciprocal and enduring relationships with Aboriginal Community Controlled Organisations, Traditional Owners, Elders, and First Nations researchers and practitioners, supporting shared decision making and community-led priorities.

- Map our current partnerships, areas of strength and opportunities for growth
- Apply engagement principles and cultural protocols
- Create platforms for Aboriginal and Torres Strait Islander research collaborations
- Participate in sector forums, workshops and advocacy

Time/effort: Large – 12–18 months

Accountable: CEO

Responsible: Portfolio Leads; RAP Lead

Contributors: Senior Specialists; partners and advisers

3 Learning and development enhancements

Grow cultural capability across PRC through structured learning that increases understanding of histories, rights, leadership, anti-racism and culturally responsive practice.

- Formal and informal learning pathways
- Storytelling and reflective dialogue
- Practical tools to embed learning in delivery
- Encourage opportunities for staff to act and engage locally

Time/effort: Large – 12–18 months

Accountable: COO

Responsible: Human Resources; Portfolio Leaders

Contributors: First Nations advisers; all staff

4 Cultural protocols and key dates

Demonstrate respect for Aboriginal and Torres Strait Islander peoples by embedding cultural protocols and supporting participation in nationally and locally significant events, alongside celebration and allyship in our everyday work.

- Acknowledgement to Country and Welcome to Country protocols honoured
- Active participation in all key events
- Internal communication and education

Time/effort: Small – 1–2 months per activity

Accountable: CEO

Responsible: RAP Working Group; Portfolio Leads

Contributors: All staff

5 Procurement and economic participation

Increase opportunities for Aboriginal and Torres Strait Islander businesses and strengthen economic participation through procurement practices and supplier engagement.

- Support Aboriginal led consultants and partners in research, evaluation, design and implementation
- Review procurement policy and practices
- Build supplier relationships and all staff engagement with Supply Nation

Time/effort: Medium – 6–12 months

Accountable: COO

Responsible: Operations; Finance

Contributors: Portfolio Leads

6 Continuous improvement

Embed structured reflection, feedback and reporting mechanisms to strengthen delivery and maturity of PRC's reconciliation commitments.

- RAP review and progress tracking
- Partner and staff feedback
- Refinement of priorities over time
- Work towards readiness for a Stretch RAP

Time /effort: Small – quarterly cycle

Accountable: CEO

Responsible: RAP Lead; Executive

Contributors: RAP Working Group; staff; partners



Relationships

Strong relationships built on trust and respect are fundamental to working collaboratively with Aboriginal and Torres Strait Islander organisation, peoples, communities and families. Relationships are central to self-determination.

Our ongoing partnerships and relationships with Aboriginal and Torres Strait Islander Traditional Owners, businesses, service providers and partners enable us to deepen our understanding and continue our journey to improve cultural safety.

We will continue to build lasting and impactful partnerships that develop and implement programs and policies that benefit Aboriginal and Torres Strait Islander children and families throughout Australia. This will strengthen our role as a non-Indigenous organisation that creates culturally safe foundations for future opportunities that support Aboriginal and Torres Strait Islander employment and leadership. We are an organisation that listens deeply and supports, rather than replaces, Aboriginal and Torres Strait Islander leadership.

We encourage all staff members to yarn and build new relationships with Aboriginal and Torres Strait Islander leaders, organisations, communities and families.



Young people from Warama Culture, Dharmubal/Darumbal Country (Rockhampton). Photo: R HOUSE PHOTOGRAPHY

Strong relationships

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Deepen and expand mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for future engagement.	May 2027, May 2028	Lead: Portfolio Lead, Design/Delivery Support: Portfolio Leads, RAP Lead
	Apply guiding principles throughout our RAP journey to develop and maintain reciprocal, mutually beneficial partnerships that promote two-way learning and shared decision making.	Nov 2026, Nov 2027	Lead: RAP Lead Support: RAP Working Group, Portfolio Leads
	Review, update and implement our engagement plan on working with Aboriginal and Torres Strait Islanders stakeholders, including alignment with national reform agendas and self-determination.	May 2027	Lead: Portfolio Lead, Discovery Support: RAP Working Group
	Establish and strengthen relationships with key peak bodies, stakeholders, Traditional Owners and Elders across jurisdictions for guidance in our work, including expanding our network of First Nations advisors to represent multiple jurisdictions/Countries.	Nov 2026, Nov 2027	Lead: CEO Support: Portfolio Leads, RAP Working Group, RAP Lead
	Establish and strengthen at least 3 formal partnerships and at least 5 informal partnerships with Aboriginal and Torres Strait Islander organisations to engage in work.	Nov 2026, Aug 2027	Lead: RAP Lead Support: Portfolio Leads
	Collaborate with Aboriginal and Torres Strait Islander communities/organisations to promote or advance community-led projects related to children and families.	Nov 2026, Aug 2027	Lead: Portfolio Lead, Digital Parenting Support Support: Portfolio Senior Specialists, Strategic Communications Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to all employees before and during NRW, including stories, resources and events.	May 2027, 2028	Lead: Portfolio Lead, Design
	Ensure all RAP Working Group members participate in an external NRW event.	27 May-3 Jun 2027, 2028	Lead: RAP Lead Support: RAP Working Group
	Encourage and support staff, senior leaders and board to participate in at least one external event to recognise and celebrate NRW and share the learnings in team meetings/on the Intranet.	27 May-3 Jun 2027, 2028	Lead: CEO
	Organise one internal NRW event each year	27 May-3 Jun 2027, 2028	Lead: Portfolio Lead, Design Support: RAP Working Group
	Register our NRW events on Reconciliation Australia's NRW website.	May 2027, 2028	Lead: Portfolio Lead, Design
3. Promote reconciliation through our sphere of influence.	Review and refine our staff engagement strategy to increase awareness of reconciliation across our workforce.	Sept 2027	Lead: Strategic Communications Manager Support: Communications Officer, RAP Working Group
	Communicate our commitment to reconciliation publicly.	Aug 2026	Lead: Strategic Communications Manager
	Continue to explore ways to positively influence our external stakeholders to drive reconciliation outcomes, including collaboration with like-minded organisations to develop innovative approaches to reconciliation and respond to tenders.	Nov 2026, Nov 2027	Lead: Portfolio Lead, Discovery Support: RAP Lead

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Publish an annual summary on collaborative reconciliation efforts and their impact in our annual organisation report.	Sep 2026, Sep 2027	Lead: RAP Lead Support: Strategic Communications Manager
	Organise a RAP working group workshop with key Aboriginal partners to discuss future potential Stretch initiatives	Oct 2027	Lead: CEO Support: RAP Working Group, RAP Lead
	Attend at least 2 quarterly RAP Leadership gatherings per year.	Mar, Jun, Sep, Dec (annually)	Lead: RAP Lead
	Support aligned research led by Aboriginal and Torres Strait Islander agencies, by promoting on social media and reaching out to agencies to discuss findings	Mar 2027, Mar 2028	Lead: Portfolio Lead, Discovery Support: Discovery Portfolio team
	Work with a Stretch/Elevate partner to review our work to date and explore a deep understanding of whether we are ready to apply for Stretch RAP, and use findings to inform future RAP development	Sep 2027	Lead: CEO Support: RAP Lead
4. Promote positive race relations through anti-discrimination strategies.	Review how existing discrimination and conduct policies are understood and applied in practice and identify any gaps in addressing racism and structural bias.	Dec 2026	Lead: Human Resources Manager
	Seek targeted input from Aboriginal and Torres Strait Islander advisors to inform how PRC addresses racism and cultural safety in practice.	Mar 2027	Lead: Human Resources Manager
	Strengthen leadership accountability for fostering a culturally safe and anti-racist workplace and external partnerships, including clear expectations for managers.	Sep 2027	Lead: Human Resources Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Deliver structured learning for staff and leaders on racism, systemic inequality and culturally responsive practice, aligned to PRC's work context and refreshed periodically.	Dec 2027	Lead: Human Resources Manager
5. Strengthen our project governance and engagement practices to reduce the risk of systemic racism in work involving Aboriginal and Torres Strait Islander organisations and communities, through partnership, reflection and structural improvement.	Undertake an annual review of PRC's policies, procedures and project practices relating to engagement with Aboriginal and Torres Strait Islander organisations and communities, to identify risks of reinforcing systemic racism and document enacted changes to policy, language, governance or partnership approaches.	Sept 2026, Sept 2027	Lead: RAP Lead Support: Portfolio Leads
	In partnership with Aboriginal and Torres Strait Islander advisors, develop and trial a cultural lens tool for relevant new projects and tenders to support early consideration of impacts, appropriate leadership and culturally responsive design.	Nov 2027	Lead: RAP Lead Support: Portfolio Leads
	Strengthen tender assessment and project governance processes to ensure Aboriginal and Torres Strait Islander perspectives, cultural determinants and equity considerations are explicitly recognised and appropriately weighted in decision making.	Dec 2027	Lead: RAP Lead Support: Portfolio Leads, Director Operations





Respect

Respect for Aboriginal and Torres Strait Islander cultures, histories, knowledges and rights is central to our vision for reconciliation, an Australia where all children are raised in ways that are safe, nurturing and culturally strong.

As an organisation dedicated to strengthening parenting and family support, we recognise that children thrive when their cultural identity is affirmed and when the knowledges, worldviews and child-rearing practices of their communities are valued. By deepening our understanding of Aboriginal and Torres Strait Islander cultures, and by honouring the strengths, resilience and leadership of First Nations peoples, we strengthen our own capability to design, implement and support services that uphold cultural safety.

Respect guides how we learn, how we listen and how we show up in our work. This includes challenging racism, supporting truth-telling, and ensuring our staff have meaningful opportunities to learn from Traditional Owners, Elders, Cultural Advisors and communities. Through cultural learning, observance of cultural protocols, and celebration of significant events such as NAIDOC Week, we aim to build a workplace where First Nations histories, achievements and rights are acknowledged, understood and celebrated. Embedding respect across our organisation enables us to contribute to a child and family support system that upholds identity, culture and connection, and supports Aboriginal and Torres Strait Islander families to flourish

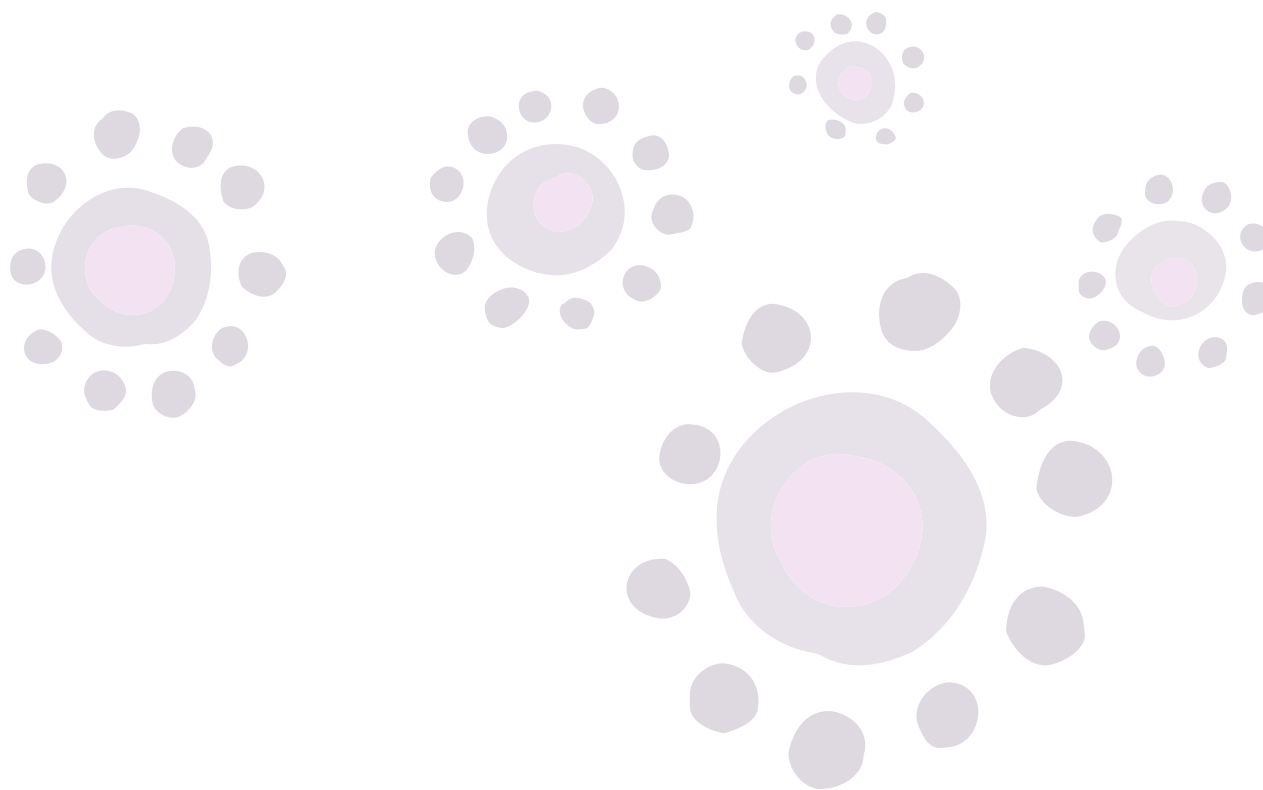


Young people from Warama Culture, Dharmubal/Darumbal Country (Rockhampton), and staff from CQID (Central Queensland Indigenous Development).
Photo: R.HOUSE PHOTOGRAPHY

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Review cultural learning needs within our organisation, with support from First Nations Cultural advisors	Nov 2026	Lead: Human Resources Manager Support: Portfolio Leads, RAP Lead
	Seek wisdom and strategies from Traditional Owners, Elders, and Aboriginal and Torres Strait Islander advisors to strengthen our organisation's journey towards allyship and truth-telling.	Dec 2026	Lead: RAP Lead Support: Portfolio Leads
	Develop, communicate and embed an updated cultural learning strategy that outlines actions and commitments at individual, portfolio, organisational and community levels.	Mar 2027	Lead: Human Resources Manager Support: Portfolio Leads, CEO, RAP Lead
	Strengthen and expand formal, structured cultural learning for RAP Working Group members, HR managers, Executive and Leadership staff to build capability in culturally responsive practice.	Jun 2027, Jun 2028	Lead: CEO Support: Human Resources Manager
	Review staff completion of mandatory training and communicate opportunities for growth and extension	Nov 2026	Lead: Human Resources Manager
	Develop and grow an internal cultural learning Hub on the Intranet to centralise and organise resources and ongoing local learning opportunities.	Jul 2026	Lead: Strategic Communications Manager
	Incorporate a cultural learning activity related to Aboriginal and Torres Strait Islanders child rearing practices and child development into an all-staff event	Nov 2027	Lead: RAP Lead Support: Portfolio Leads

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Strengthen how PRC recognises and reflects on the Anniversary of the National Apology and National Close the Gap Day	Feb, Mar 2027 Feb, Mar 2028	Lead: Portfolio Lead, Discovery
	Increase staff members' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols,	Nov 2027	Lead: Design Specialist Support: RAP Lead
	Review our First Nations Cultural Protocols guide in collaboration with our First Nations advisors and act on recommendations	Jun 2027	Lead: Design Specialist Support: Portfolio Leads, RAP Lead
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year	Dec 2026 Dec 2027	Lead: CEO Support: RAP Lead
	Strengthen the quality, consistency and cultural integrity of Acknowledgement of Country and other relevant protocols at significant meetings and events.	Nov 2027	Lead: RAP Lead Support: Portfolio Leads, Director Operations

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Build respect for Aboriginal and Torres Strait Islander cultures families and histories by celebrating NAIDOC Week and National Aboriginal and Torres Strait Islander Children's Day	RAP Working Group to participate in an external NAIDOC Week event.	Jul 2026, 2027	Lead: RAP Lead
	Support meaningful staff participation in NAIDOC Week through clear organisational guidance and leadership endorsement.	Jul 2026, 2027	Lead: Human Resources Manager
	Strengthen PRC's engagement with locally led NAIDOC Week events, with leadership representation and clear organisational commitment.	Jul 2026, 2027	Lead: Portfolio Lead, Delivery
	Explore ways to celebrate Children's Day and organise one internal event each year	Aug 2026, 2027	Lead: Portfolio Lead, Digital Parenting Supports





Opportunities

Creating meaningful opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities is essential to our vision for reconciliation.

As an organisation influencing parenting, evidence and family support systems, we recognise our responsibility to remove barriers and open pathways that support Aboriginal and Torres Strait Islander leadership, economic participation and community-led decision-making by:

- Including our commitment to increasing procurement from Aboriginal and Torres Strait Islander businesses and supporting community-controlled organisations to thrive.
- Reinforcing the value of embedding a cultural lens across project lifecycles, ensuring that all new work considers impact, community priorities and opportunities for Aboriginal and Torres Strait Islander participation.
- Emphasising our importance of long-term relationships and partnerships that enable Aboriginal and Torres Strait Islander organisations to lead or co-lead research, evaluation and practice initiatives.



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Improve employment outcomes by strengthening PRC's readiness to recruit, retain and support Aboriginal and Torres Strait Islander staff.	Build understanding of Aboriginal and Torres Strait Islander workforce contexts, including ACCO sector workforce pressures, to inform responsible and complementary employment approaches.	Dec 2026	Lead: Human Resources Manager
	Strengthen PRC's recruitment and retention practices by identifying and addressing structural barriers, assigning internal accountability and seeking targeted input from Aboriginal and Torres Strait Islander advisors where appropriate.	Feb 2027	Lead: Human Resources Manager
	Develop and implement a staged, practical plan to strengthen workplace readiness for Aboriginal and Torres Strait Islander employment and professional development.	Nov 2027	Lead: Human Resources Manager
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders, and ensure recruitment approaches consider sector impacts and complement, rather than compete, with the sector.	Mar 2028	Lead: Human Resources Manager
	Review and refine HR and recruitment procedures and policies to align approaches with our cultural safety framework.	Mar 2027	Lead: Human Resources Manager
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	Jul 2027	Lead: Finance Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Continue Supply Nation membership and develop commercial relationships with Aboriginal and Torres Strait Islander providers	Nov 2026, Nov 2027	Lead: Finance Manager Support: Director Operations, Portfolio Leads
	Develop and implement an internal communication plan regarding opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses.	Nov 2027	Lead: Finance Manager
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Nov 2027	Lead: Finance Manager
	Explore the feasibility of a community investment fund to support Aboriginal and Torres Strait Islander-led research initiatives and projects	Nov 2027	Lead: CEO Support: Finance Manager, Director Operations
	Review partnership and procurement processes to ensure Aboriginal Community Controlled Organisations are engaged equitably, resourced fairly, and recognised as knowledge holders and decision-makers.	Mar 2028	Lead: Finance Manager



Governance

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Jul 2026, Jul 2027	Lead: RAP Lead
	Review and apply the Terms of Reference for the RWG.	Jul 2026	Lead: RAP Lead
	Meet monthly to drive and monitor RAP implementation.	May 2027, May 2028	Lead: RAP Lead Support: Project Support Officer
2. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	Feb, May, Aug, Nov (annually)	Lead: CEO, Director Operations Support: RAP Lead
	Engage our board, senior leaders and staff in the delivery of RAP commitments.	Feb, May, Aug, Nov (annually)	Lead: CEO Support: RAP Lead
	Review and update appropriate systems to track, measure and report on RAP commitments.	Sept 2026	Lead: RAP Lead
	Maintain the involvement of internal RAP Champions from senior management.	Jul 2026, 2027	Lead: CEO
	Present RAP work or learnings to leadership, at events or to the Board	Nov 2026, 2027	Lead: CEO Support: RAP Lead

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	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.	Jul 2026, 2027	Lead: Project Support Officer
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	Aug 2026, 2027	Lead: Project Support Officer
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	Sep 2026, 2027	Lead: Project Support Officer Support: RAP Lead
	Report RAP progress to the whole organisation quarterly.	Mar, Jun, Sep, Dec (annually)	Lead: RAP Lead
	Publicly report our RAP achievements, challenges and learnings, annually.	Nov 2026, Nov 2027	Lead: Strategic Communications Manager Support: RAP Lead
	Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2028	Lead: RAP Lead
	Submit a traffic light report to Reconciliation Australia to support the development of our next RAP	Mar 2028	Lead: Project Support Officer Support: RAP Lead
4. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Nov 2027	Lead: Project Support Officer

**For public inquiries about our
RAP please contact:**

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