



Parenting Research Centre

Innovate Reconciliation Action Plan

March 2023 – March 2025

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 feelings of attachment and relationship of Aboriginal people to Country.



About the artwork

Nangai's Mi:wi (Father's Heart) is a call to all Aboriginal fathers to turn their hearts, love, time and support back to their children. The image of the emu and his chicks represents a devoted loving father. It is the male emu who incubates the eggs until they hatch, then he nurtures and raises the chicks. The painting tells us that a father's love is needed in raising happy, healthy kids and keeping culture strong.

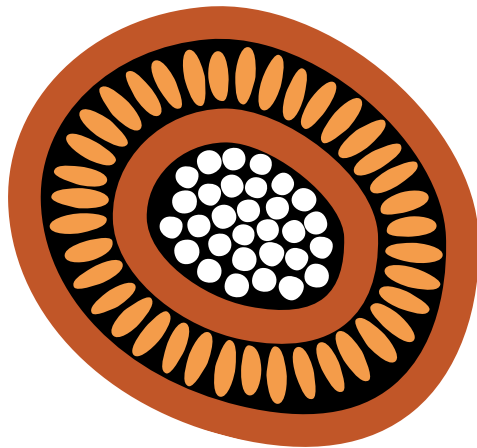
About the artist

Kevin Kropinyeri belongs to the Ngarrindjeri Nation of the lower River Murray and Lakes region in South Australia. He grew up along the River Murray in his hometowns of Tailem Bend and Murray Bridge. His love of, and connection to, country — land, waters and creatures — is reflected in his art practice.

A self-taught artist, his desire to paint lay dormant until July 2005 when Kevin was living and working in Bourke (far western NSW). People took an interest in his drawings and encouraged him to transfer them onto canvas. Using bold designs with complex patterning, his work represents river life, creation stories and issues that affect Aboriginal people. Kevin describes his work as contemporary Aboriginal art. He has worked on a number of community projects and commissions.

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Statement from Karen Mundine CEO, Reconciliation Australia

Reconciliation Australia commends Parenting Research Centre on the formal endorsement of its second 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 close to 3 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 2,200 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 cataloguing 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 second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Message from our CEO and Executive Champion

It is with great pleasure that we present the Parenting Research Centre's 2023-2025 Reconciliation Action Plan (RAP), which marks an important step in our commitment to reconciliation.

We are excited to be in the Innovate phase of the RAP process, which has a focus on building strong foundations and relationships – both of which are central to our work in supporting families in their parenting.

Through our RAP, we acknowledge the importance of mutually beneficial relationships with our Aboriginal and Torres Strait Islander partners.

This way we can share knowledge and work towards shared goals, especially when it comes to finding the most effective ways to support parents in diverse cultural contexts.

Our goal is to increase the opportunities for children to grow and thrive, through strong connection to culture and Country. This can best be achieved by increasing our understanding of diverse cultural practices, through establishing and maintaining relationships with Aboriginal and Torres Strait Islander communities and organisations.

With reflection, shared leadership and collaborative action, we can make a positive difference in how we support parents and communities to raise healthy children.

We'd like to thank the 2023 RAP Working Group. All our members have been instrumental in guiding our journey towards reconciliation.

We especially invite our Aboriginal and Torres Strait Islander partners to join with us as we work together towards a brighter future for all children and families.



Warren Cann
CEO, Parenting
Research Centre



Annette Michaux
Executive RAP Champion

Our vision for reconciliation

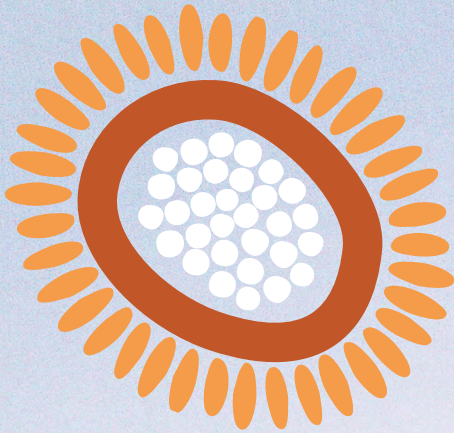
As an organisation, our focus is on a collaborative approach to enhancing parenting support – that is, the nature and quality of parent-child interactions and relationships. We bring professionals in research, practice and policy together with parents and communities to find solutions based on the best available evidence and the priorities and values of families.

In working towards our vision for reconciliation, we value First Nations' cultures and the knowledge of their communities, families and parents across multiple generations.

In our shared journey to ensure wellbeing and opportunity for every child, we look forward to ongoing interactions between the cultural knowledge and values of Australia's First Peoples and the scientific knowledge of parenting. By coming together, each way of knowing makes its distinctive contribution and each is enriched by the other.

Our vision for reconciliation is that:

- all Aboriginal and Torres Strait Islander children lead healthy lives, connected to their culture
- every Aboriginal and Torres Strait Islander parent and family is respected and supported in their diverse and unique child-rearing practices
- Australia's First Peoples and other Australians will stand together and express their cultures in harmony – sharing festivities and rituals, and participating with solidarity and equity in the life of our nation
- the special importance of Aboriginal and Torres Strait Islander histories and cultures to Australia will be proudly acknowledged; and
- the custodianship of the lands and waters of Australia's First Peoples will be universally recognised and the ongoing relationship to Country valued.



Our business

The Parenting Research Centre is an independent, not-for-profit organisation that aims to help children and families thrive by driving improved ways of supporting parenting. We do this by helping governments and community organisations in the fields of health, education and welfare put the best scientific evidence on parenting support into action.

We work with organisations in three ways:

- making evidence accessible and useful to decision makers through best-practice knowledge synthesis, translation and exchange
- in partnership, designing parenting initiatives that are innovative and evidence-based that work in the real world
- conducting rigorous research that helps organisations evaluate and improve the quality of the policies, programs and services they offer parents.

The Parenting Research Centre has a national focus and partners with clients in all Australian states and territories. Our staff are based in Victoria, New South Wales, Queensland, South Australia and Western Australia.

The Parenting Research Centre acknowledges and respects Australia's First Peoples and the Traditional Custodians of all the lands on which we undertake our work, and pay our respect 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).



Why we value reconciliation

With Reconciliation Australia, we recognise that a united, just and equitable society is in the interests of all Australians. We are keen to work actively towards an Australia in which Aboriginal and Torres Strait Islander histories, cultures and rights are a proud part of everyday life.

We understand that overcoming the effects of colonisation, dispossession and marginalisation requires respect for Aboriginal and Torres Strait Islander leadership, as well as engagement with Aboriginal and Torres Strait Islander peoples and communities. Doing so facilitates the creation of a range of choices and responses to the issues affecting the lives of Aboriginal and Torres Strait Islander peoples.

We understand the importance of taking time to reflect on and build our cultural competence and cultural safety in the workplace. Many of the services and programs we work with support Aboriginal and Torres Strait Islander children, young people and families. We are keen to develop strong, mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders, and use our influence more broadly to contribute positively to reconciliation.

Our RAP Working Group

Our RAP Working Group is made up of staff from across the organisation. Membership is voluntary and conditional on the authorisation of Managers and Directors, so the time commitment of members is integrated with their work role. We have two First Nations representatives from Curijo on the Working Group.

The RAP Working Group is chaired by the Director Policy and Practice. Current members are:

Annette Michaux (RAP Champion)	Director, Policy and Practice
Kate Spalding	Senior Project Manager
Vannessa Montoya-Barbaro	Senior Practice Design Specialist
Catherine Webb	Project Officer
Amber Ledsam	Digital Content Specialist
Liz Cooper	Senior Project Officer
Zvezdana Petrovic	Research Specialist
Fiona May	Senior Research Specialist
Tina McGhie	Director, Curijo
Belinda Kendall	Director, Curijo



The history of our Reconciliation Action Plan

The Parenting Research Centre formally established a RAP Working Group in 2013. The Working Group began developing reconciliation initiatives in September 2013, with our Reflect RAP commencing in February 2016. In 2019 we developed an Innovate RAP to further develop and strengthen our approach to reconciliation.

Key learnings/challenges

COVID and remote working

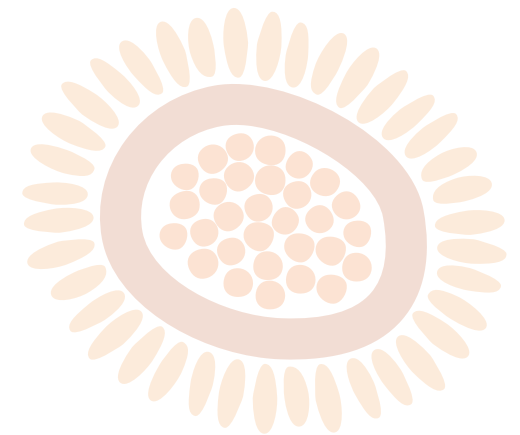
- The transition from our previous to current RAP occurred in the height of the COVID-19 pandemic, which presented some unique challenges. The organisation quickly moved to remote work, and in response, staff focus was on learning and adapting to new technology and ways of working.
- Some previous RAP achievements, such as every meeting room displaying an Acknowledgement of Country script adapted for the Aboriginal and Torres Strait Islander community specific to that locality, were unable to be physically replicated.
- As the organisation settled into remote and digital work, we have been successful at implementing the Acknowledgement of Country across multiple digital channels and delivering cultural awareness training online. By encouraging turn-taking for Acknowledgement of Country at online staff meetings, staff have reported increased awareness of their local lands, people and languages.

Staffing

- Our previous RAP identified a need for expanded organisational support, primarily around the planning and implementation of events-based activities (e.g. National Reconciliation Week and National Aboriginal and Torres Strait Islander Children's Day). In response, the RAP Working Group invited staff to join one of four teams – Recruitment and Retention, Stakeholder Engagement, RAP Events, and Cultural Learning – in a bid to increase organisational engagement and draw on the strengths and interests of staff. Initial interest has been positive, with all four teams allocated at least three members.
- With the unsettled years during the pandemic, staff capacity and turnover resulted in a full changeover of the RAP Working Group and some corporate knowledge of the RAP processes was lost. To mitigate this in future, the RAP working group will include staff from across all teams at PRC and a recruitment plan will be implemented to encourage staff to join.

Organisational involvement

- A key highlight and success for this RAP is achieving enthusiastic support and endorsement from the PRC Board and CEO. This executive-level support complements the participation of staff in the additional RAP teams and the ongoing recruitment plan, and indicates active involvement of the RAP commitments across all levels of the organisation.





Highlights from our previous Innovate Reconciliation Action Plan

During the period that our Innovate RAP was in place, the Parenting Research Centre achieved a number of important milestones including:

- The membership of the RAP Working Group increased from four (in August 2020) to nine members (in November 2022).
- An introduction to cultural awareness training was provided to all staff through the SBS Aboriginal & Torres Strait Islander course.
- Staff report an increased use of the Acknowledgement of Country in meetings and events across the organisation.
- In an effort to raise awareness of reconciliation, multiple all-staff meetings and internal bulletins for staff included references to the Parenting Research Centre's RAP.

Some of the key lessons we learned during the period that our Innovate RAP was in place included:

- The importance of recognising significant events of relevance to Aboriginal and/or Torres Strait Islander communities and the work of the Parenting Research Centre (e.g. National Aboriginal and Torres Strait Islander Children's Day).
- The value of learning more about the Traditional Custodians of the lands where our offices (and home offices) are located and connecting with the Aboriginal and Torres Strait Islander organisations representing those Traditional Custodians in our office locations.

Our current RAP builds upon these achievements. Our Innovate RAP provides us with the opportunity to begin the process of testing and trying new approaches.

Case study: Inclusion training

In 2020/21 we organised for staff to be able to undertake SBS' **Inclusion Program: Aboriginal and Torres Strait Islander Course**. This course aims to assist people to understand the importance and advantages of Australia's First Nations cultural diversity.

52% of permanent employees have completed the training to date, with more currently undertaking the course. Staff reported finding the content thought-provoking and engaging. The course delivers content through short films, animations and interviews. Sections of further reading allow staff to read more detailed information on topics and find other resources.



Relationships

As an intermediary organisation, relationships are at the heart of our business. Strong relationships with Aboriginal and Torres Strait Islander communities and organisations allows our organisation to work in partnership to build a shared knowledge of the most effective ways of supporting parents in diverse cultural contexts, and develop resources that are meaningful, relevant and inclusive of all Australian parents and communities.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none">Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Review: Sep 2023 Delivery: Feb 2024	Lead: Director, Policy and Practice
	<ul style="list-style-type: none">Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Review: Sep 2023 Delivery: Jun 2024 Implementation: Sep 2024	Lead: Director, Policy and Practice
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none">Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023, 2024	Lead: Implementation Specialist
	<ul style="list-style-type: none">RAP Working Group members to participate in an external NRW event.	27 May – 3 Jun 2023, 2024	Lead: Implementation Specialist Support: RAP Working Group

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> Encourage and support staff and Board members to participate in at least one external event to recognise and celebrate NRW. 	27 May – 3 Jun 2023, 2024	Lead: Implementation Specialist
	<ul style="list-style-type: none"> Organise at least one internal NRW event each year. 	27 May – 3 Jun 2023, 2024	Lead: Implementation Specialist Support: RAP Working Group
	<ul style="list-style-type: none"> Register all our NRW events on Reconciliation Australia's NRW website. 	May 2023 May 2024	Lead: Project Support Officer
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Leverage our national programs (for example, MyTime, our peer support program for parents and carers of children with high and complex needs) and platforms (for example raisingchildren.net.au, our national parenting information website) to connect with and engage families and communities in promoting and supporting reconciliation. 	Review: Feb 2024 Delivery: Jul 2024	Lead: Director Policy and Practice
	<ul style="list-style-type: none"> Implement strategies to engage our staff and Board in reconciliation (e.g. agenda at all staff meetings). 	Review: Sep 2023 Delivery: May 2024	Lead: CEO Support: Executive Support
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly. 	Apr 2023	Lead: Strategic Communications Manager Support: Digital Communications Specialist
	<ul style="list-style-type: none"> Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation. 	Tracking review: Oct 2024 Delivery: Feb 2025	Lead: Implementation Specialist
	<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. 	Mar 2024	Lead: Director, Policy and Practice

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	Tracking review: Nov 2023 Delivery: Feb 2024	Lead: Human Resources Manager
	<ul style="list-style-type: none"> Develop, implement, and communicate an anti-discrimination policy for our organisation. 	Tracking review: Dec 2023 Delivery: Jun 2024 Implementation: Sep 2024	Lead: Human Resources Manager
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. 	Tracking review: Jan 2024 Delivery: Feb 2024	Lead: Human Resources Manager
	<ul style="list-style-type: none"> Educate senior leaders on the effects of racism. 	Tracking review: Jan 2024 Delivery: Apr 2024 Implementation: Nov 2024	Lead: Human Resources Manager





Respect

Respect for Aboriginal and Torres Strait Islander peoples, cultures, lands, waters, histories and rights is essential to the health and happiness of Aboriginal and Torres Strait Islander children, families and communities. As an organisation with a focus on parenting, we know that strong connections to culture help children grow and thrive, and reinforce mutual bonds between children, families and communities. Respect is key to our vision for reconciliation that every Aboriginal and Torres Strait Islander parent and family is respected and supported in their diverse and unique child-rearing practices. Respect for Aboriginal and Torres Strait Islander peoples and cultures strengthens the foundations of partnerships between Aboriginal and Torres Strait Islander peoples and organisations such as the Parenting Research Centre, fostering trust and a commitment to shared goals.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation to maintain ongoing opportunities for learning. 	Tracking review: May 2023 Delivery: Aug 2023	Lead: Human Resources Manager
	<ul style="list-style-type: none"> Consult Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy. 	Tracking review: Jun 2023 Delivery: Sep 2023	Lead: Human Resources Manager
	<ul style="list-style-type: none"> Develop, implement and communicate a cultural learning strategy for our staff, and monitor the implementation of the strategy to support accountability and reflections on the impact. 	Tracking review: Jul 2023 Delivery: Sep 2023 Implementation: Oct 2024	Lead: Human Resources Manager
	<ul style="list-style-type: none"> Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning. 	Tracking review: Jul 2023 Delivery: Dec 2023 Implementation: Feb 2024	Lead: Human Resources Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	Tracking review: Nov 2023 Delivery: Jun 2024 Implementation: Aug 2024	Lead: Senior Specialist
	<ul style="list-style-type: none"> Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. 	Tracking review: Jul 2023 Delivery: Sep 2023 Implementation: Nov 2023	Lead: Senior Specialist
	<ul style="list-style-type: none"> Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. 	Dec 2023 Dec 2024	Lead: Director
	<ul style="list-style-type: none"> Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. 	Tracking review: Jul 2023 Delivery: Sep 2023 Implementation: Nov 2023	Lead: Senior Specialist



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	First week in Jul 2023 First week in Jul 2024	Lead: Implementation Specialist
	<ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events to all staff. 	First week in Jul 2023, 2024 Planning: Jun 2023, Jun 2024	Lead: Implementation Specialist
	<ul style="list-style-type: none"> Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. 	Tracking review: May 2023 Delivery: Jun 2023 Implementation: Jul 2023	Lead: Human Resources Manager
8. Build support for Aboriginal and Torres Strait Islander Children by celebrating National Aboriginal and Torres Strait Islander Children's Day (4 August annually).	<ul style="list-style-type: none"> Explore ways to celebrate Children's Day that are meaningful and relevant to PRC. 	Planning: Jul 2023	Lead: Implementation Specialist
	<ul style="list-style-type: none"> Organise one internal Children's Day event each year. 	Delivery: 4 Aug 2023, 4 Aug 2024	Lead: Implementation Specialist Support: Project team

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Strengthen and build respectful services for Aboriginal and Torres Strait Islander children and families.	<ul style="list-style-type: none"> Develop and implement principles of culturally safe and responsive practice across our work in the practice portfolio, including discovery, design, training, coaching. 	Tracking review: Sep 2023 Delivery: Apr 2024	Lead: Practice Portfolio Principal Specialist
	<ul style="list-style-type: none"> Implement at least one learning opportunity, in partnership with Aboriginal and Torres Strait Islander stakeholders, to increase staff skills in culturally safe research and evaluation practice. 	Tracking review: Sep 2023 Delivery: Apr 2024	Lead: Research Portfolio Principal Specialist
	<ul style="list-style-type: none"> Explore consultation strategies with Aboriginal organisations to ensure that app content is relevant to Aboriginal and Torres Strait Islander families. 	Tracking review: Sep 2023 Delivery: Apr 2024	Lead: Director, Raising Children Network





Opportunities

The health and happiness of children, families and communities relies on equity and equal opportunities in health, education and employment. Historically, Aboriginal and Torres Strait Islander children, families and communities have not been afforded the same opportunities as other Australians, thereby contributing to social inequity. Opportunities for Aboriginal and Torres Strait Islander peoples and organisations – in areas such as employment and business partnerships – help to build a more just, equitable and inclusive society, benefiting all Australians. These opportunities are central to our vision for reconciliation that all children lead healthy lives connected to their culture, and every Aboriginal and Torres Strait Islander parent and family is respected and supported in their diverse and unique child-rearing practices.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Investigate opportunities to increase Aboriginal and Torres Strait Islander employment opportunities.	<ul style="list-style-type: none">Build understanding of current and historical Aboriginal and Torres Strait Islander employment to inform future employment and professional development opportunities.	Tracking review: Aug 2023 Delivery: Sep 2023	Lead: Human Resources Manager
	<ul style="list-style-type: none">Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	Tracking review: Nov 2023 Delivery: Feb 2024	Lead: Human Resources Manager
	<ul style="list-style-type: none">Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Tracking review: Mar 2024 Delivery: Jul 2024 Implementation: Oct 2024	Lead: Human Resources Manager
	<ul style="list-style-type: none">Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Tracking review: Aug 2024 Delivery: Jan 2025	Lead: Human Resources Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	Tracking review: Aug 2023 Delivery: Nov 2023 Begin implementation: Feb 2024	Lead: Human Resources Manager
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander procurement strategy. 	Tracking review: Apr 2024 Delivery: Aug 2024 Begin implementation: Feb 2025	Lead: Finance Manager Support: Director
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	Tracking review: Nov 2023 Delivery: Apr 2024	Lead: Finance Manager Support: Director
	<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. 	Tracking review: Aug 2024 Delivery: Feb 2025 Implementation: Mar 2025	Lead: Finance Manager Support: Director
	<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	Tracking review: Nov 2023 Delivery: Nov 2024 Implementation: Feb 2025	Lead: Finance Manager Support: Director

ACTION**DELIVERABLE****TIMELINE****RESPONSIBILITY**

- Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.

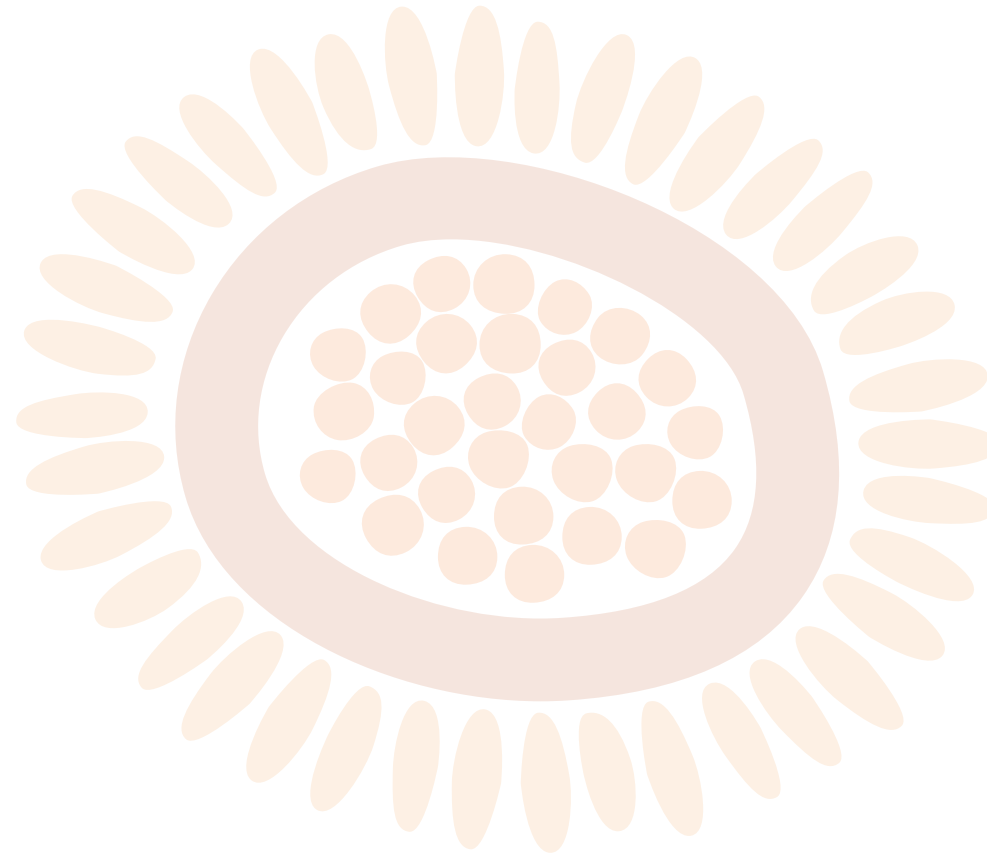
Tracking review:
Nov 2023

Delivery: Nov 2024

Implementation:
Feb 2025

Lead: Finance Manager

Support: Director

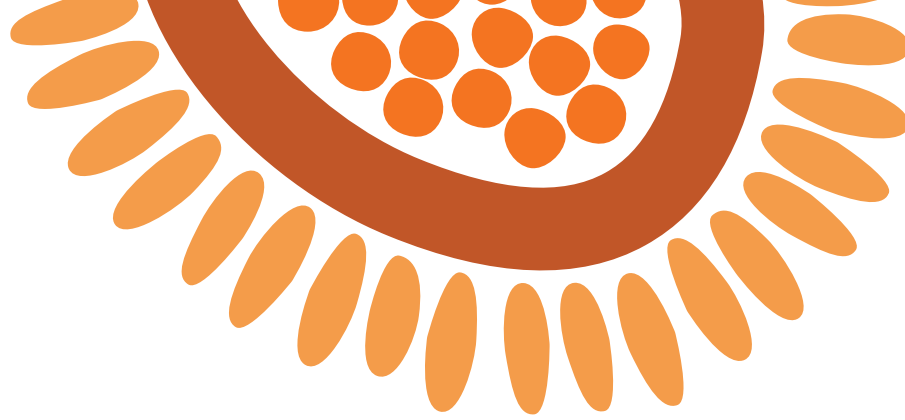




Governance

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
12. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation on the RWG. 	Review: May 2023 Delivery: Jun 2023	Lead: Senior Project Manager Support: Executive team
	<ul style="list-style-type: none"> Establish and apply Terms of Reference for the RWG. 	Review: Apr 2023 Delivery: Apr 2023	Lead: Senior Project Manager Support: Executive team
	<ul style="list-style-type: none"> Meet at least four times per year to drive and monitor RAP implementation. 	Monthly. Review: Apr 2023 Delivery: Jan 2025	Lead: Senior Project Manager Support: Executive team
13. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	Apr, Jul, Oct, Dec 2023 Mar, Jun, Sep, Dec 2024	Lead: Director
	<ul style="list-style-type: none"> Engage the whole organisation in the delivery of RAP commitments. 	Apr, Jul, Oct, Dec 2023 Mar, Jun, Sep, Dec 2024	Lead: Director
	<ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments. 	Planning: Oct 2023 Tracking review: Jul 2023 Delivery: Oct 2023	Lead: Implementation Specialist

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> Maintain an internal RAP Champion from senior management. 	Review: Apr 2023 Delivery: Apr 2023	Lead: Director
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	Annually by 30 Sep 2023, 30 Sep 2024	Lead: Implementation Specialist
	<ul style="list-style-type: none"> Report RAP progress to the whole organisation quarterly. 	Apr, Jul, Oct, Dec 2023 Mar, Jun, Sep, Dec 2024	Lead: Director
	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings, annually. 	Annually by Jul 2023, Jul 2024	Lead: Strategic Communications Manager
	<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. 	Mar 2024	Lead: Implementation Specialist
	<ul style="list-style-type: none"> Contact Reconciliation Australia to ensure that our primary and secondary contacts are up-to-date to ensure we are receiving important correspondence. 	Annually by May 2023, May 2024	Lead: Project Support
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire. 	Aug 2023, 2024	Lead: Project Support Officer
15. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	Jan 2025	Lead: Project Support Officer
	<ul style="list-style-type: none"> Submit a traffic light report to Reconciliation Australia to support the development of our next RAP. 	Nov 2023	Lead: Project Support Officer



Contact our RAP team

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