



Innovate

# Reconciliation Action Plan

November 2024 – November 2026





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**Amunda Gorey**

## **‘There is always room for one more’**

The Australian Childhood Foundation commissioned Amunda Gorey to paint our reconciliation journey. Amunda is originally from Ltyentye Apurte, a small community outside of Alice Springs. She now lives in Alice Springs with her three daughters. She comes from a family of artists and started painting professionally herself in 2002.

The painting entitled ‘There is always room for one more’ emphasises that everything and everyone is connected. We are connected through family, language, shared history, and experiences. There is always a way that we can find connection if we take the time to look - no matter how small or how big the connection may be.

We are all held by a shared set of beliefs and stories about the importance of relationships and belonging, of family, of children, of love and of hope. Our stories of family, of home and of Country build the foundations of who we are and who we become. Everyone has their own story. The sharing of stories builds understanding, connection and meaning making.

We hold a shared belief that children are important. They need to be seen, heard, and held at the centre of families and communities, in relationships where there is plenty of love to go around and where there is always room for one more.

We need to make sure that no child gets lost, left behind or becomes invisible. Every child has a place. If one little dot in this painting was missing it would be noticed and it would matter - it would not be right. Even in a sea of children we need to make sure we notice each and every child.

Sometimes we need to sit back and reflect for a while, to look at things from different angles or perspectives. This will allow us to see what is missing and what is needed.

Together we must raise all children carefully and slowly, nurturing them and growing them to be safe and strong.



**Amunda Gorey**  
*‘There is always room for one more’*





## Innovate RAP CEO statement

### First Innovate RAP

Reconciliation Australia commends Australian Childhood Foundation on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for Australian Childhood Foundation to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Australian Childhood Foundation will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments.

The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.



**Karen Mundine**

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. Australian Childhood Foundation is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Australian Childhood Foundation's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Australian Childhood Foundation on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
**Chief Executive Officer**  
**Reconciliation Australia**



## Acknowledgement of Country

The Australian Childhood Foundation acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the lands, skies and waters across Australia in which we share. We pay our respects to Elders past and present and to the children who are leaders of tomorrow. We acknowledge the histories and living cultures and the many thousands of years in which Aboriginal and Torres Strait Islander peoples have raised their children to be safe and strong. We recognise and accept that Aboriginal and Torres Strait Islander cultures are the oldest continuous living cultures in the world and that their sovereignty has never been ceded.



Terminology

‘Aboriginal and Torres Strait Islander peoples’ is widely used terminology when referencing Indigenous peoples in Australia. The Foundation acknowledges that this term does not truly reflect the cultural diversity and that many Indigenous peoples prefer to be known by their traditional name and/or language group. In order to encompass all Indigenous Australians, ‘First Nations’ is the preferred terminology applied throughout this Reconciliation Action Plan and should be used by the staff of Australian Childhood Foundation. ‘Aboriginal and Torres Strait Islander peoples’ is a less preferred term but can be used as an alternative in this document and by staff of Australian Childhood Foundation.

Acknowledgements

This Reconciliation Action Plan (RAP) is the culmination of the sustained passion, commitment, and efforts of many within the Australian Childhood Foundation (the Foundation).

Thank you to the RAP Working Group which is made up of all our Aboriginal and Torres Strait Islander staff, Executive and Senior Managers and staff representatives from across the many lands on which we work across Australia. The leadership of this group has seen our RAP become a reality.

Deep thanks to our Aboriginal and Torres Strait Islander staff from across Australia who have generously shared their wisdom, passion, patience, and humour in walking alongside us in the development of our RAP.

Thank you to all staff and leaders within the Foundation who have contributed their thoughts and feedback in the development of our plan.

Finally, our sincere thanks to Amunda Gorey who painted our beautiful Reconciliation artwork as a representation of our vision.

**Content warning:** This document contains information that readers may find confronting or distressing



Foreword\*

The Australian Childhood Foundation’s Reconciliation Action Plan is a statement of intention for the future of a compassionate and respectful Australia in which Aboriginal and Torres Strait Islander peoples are honoured as the country’s First Peoples.

We will actively work towards community change that

- celebrates the significance of Aboriginal and Torres Strait Islander cultures and histories for all Australians;
- values the contributions that Aboriginal and Torres Strait Islander peoples make to Australian culture and society;
- acknowledges their resilience and strength; and,
- appreciates the opportunity to learn from them.

In doing so, we start with recognising the hurt that Aboriginal and Torres Strait Islander peoples have suffered as a result of our colonising and racist past that continues in many forms today.

We stand in solidarity with Aboriginal and Torres Strait Islander peoples in their vision for their children and young people to be looked after by strong Aboriginal and Torres Strait Islander families and communities.

Above all, we recognise that the immeasurable gift that Aboriginal and Torres Strait Islander peoples have given to all of us about the importance of stories in promoting healing. We commit ourselves to actively supporting all initiatives that will lead to truth telling.

**Joe Tucci and Janise Mitchell**



Joe Tucci  
Janise Mitchell

\*This forward was co-written by our former CEO, Joe Tucci and Deputy CEO Janise Mitchell. Joe sadly passed away before the publication of our RAP. We have left his words in the foreword in recognition of his deep respect and commitment to listening, learning and walking together in partnership with Aboriginal and Torres Strait Islander peoples. The Foundation will continue this commitment under the leadership of our new CEO Janise Mitchell.



## Introduction

The Australian Childhood Foundation (the Foundation) recognises and appreciates the diversity of Aboriginal and Torres Strait Islander peoples and communities with regard to geographical locations, languages, cultures, historical, social and economic circumstances. We recognise and accept Aboriginal and Torres Strait Islander cultures are the oldest continuous living cultures in the world.

The Foundation acknowledges that culture defines who we are, how we think, how we communicate, and what is important. The absence of cultural connections for Aboriginal and Torres Strait Islander children and young people is a risk factor for their identity, social and emotional well-being. Aboriginal and Torres Strait Islander children who grow up with strong cultural connections develop confidence, pride, a sense of security and belonging to guide and protect them through adolescence and to adulthood.

The Foundation recognises family and kinship as essential to the strength of Aboriginal and Torres Strait Islander cultures and the maintenance of connections to family, community and Country which forms the basis of a child's identity. The needs of Aboriginal and Torres Strait Islander children and young people can only be met with the concurrent engagement of and provision of support, as required, for their families.

Aboriginal and Torres Strait Islander children and young people continue to be over-represented in child protection and juvenile justice systems across Australia. It is vital that Aboriginal and Torres Strait Islander children and young people who are at risk of or have been harmed by abuse, violence and trauma have culturally appropriate protective and therapeutic programs of support.

Programs delivered by the Foundation recognise that family, community, and cultural connections are pivotal to children and young people's well-being. The development of our programs is informed by First Nations leaders, families, children, and young people local to the areas they are delivered. We have strong relationships with Community Elders and solid partnerships with Aboriginal Community Controlled Organisations.

The Foundation acknowledges Human Rights and Self-Determination as key underpinning principles in our work with Aboriginal and Torres Strait Islander children, families, and communities as they develop community-led responses to intergenerational and systemic issues impacting their communities which are culturally responsive and healing.

Australian Childhood Foundation stands with First Nations peoples in taking steps towards reconciliation. We have long supported the Uluru Statement from the Heart. The Uluru Statement from the Heart calls for truth and treaty in addition to voice.

An enshrined and enduring Voice to Parliament is part of this ongoing journey. So too is the need for all of us to listen, learn and respect the knowledge of First Nation's peoples, their world views and wisdom to know what can work for their people.

Australian Childhood Foundation supports the critical establishment of a Makarrata Commission through which we can engage in processes of truth-telling and treaty-making. Our organisation supports the recognition of Aboriginal and Torres Strait Islander peoples in the Australian Constitution.

## Our vision for reconciliation

Our vision for national reconciliation is that all Aboriginal and Torres Strait Islander children and young people fully participate in all aspects of their life, are strong in their culture and are able to receive the support they need to grow up safe and cared for surrounded by their family and community.

We will work alongside First Nations Peoples and organisations to create the change that reduces the over representation of Aboriginal and Torres Strait Islander children and young people in child protection, out of home care and youth justice systems.

We recognise the unique strengths of Aboriginal and Torres Strait Islander families and cultures and embrace our shared goals for all our children, our families, and our communities. We are committed to working together in ways that respects the past and acknowledge the impacts of colonisation and intergenerational trauma in the present. We acknowledge our shared responsibility to ensure all children's rights to equality, safety, care, and connection. We do this to create a future for all children through which they can feel hope, have a strong voice, and achieve their full potential.

We will work collaboratively with Aboriginal and Torres Strait Islander communities, leaders, and organisations to advocate for First Nations children and their families live free from discrimination.

We believe reconciliation is an ongoing journey of healing through deep listening (dadirri - Ngan'gikurunggurr and Ngen'giwumirri languages of the Aboriginal Peoples of the Daly River region), kaadaninny (Nyungah language from SW Western Australia), learning and accepting the cultural diversity to enable respect and dignity within relationships. We are committed to meaningful and authentic actions in our shared journey.



Our business

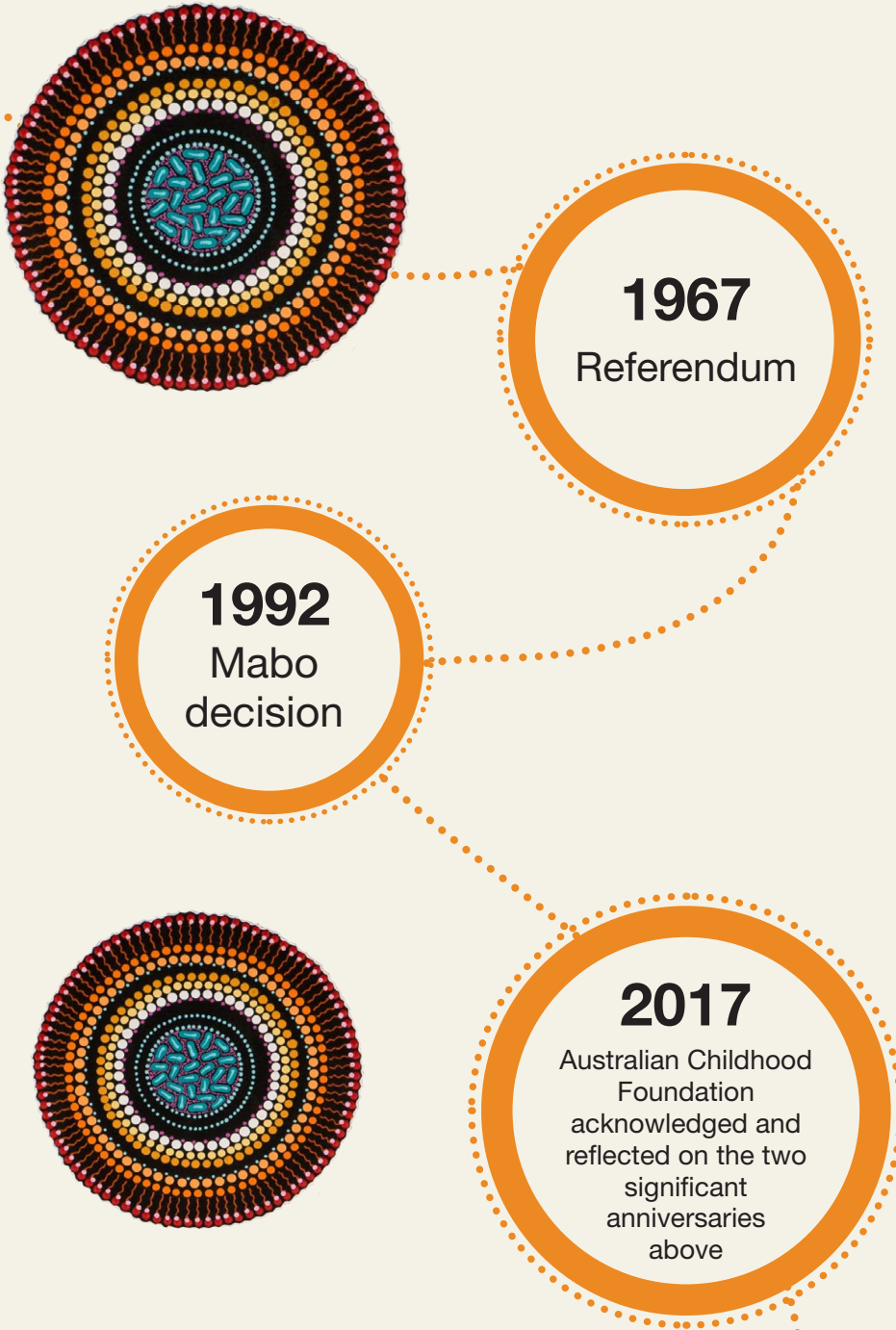
The Foundation is a national not-for-profit organisation that works specifically to prevent the abuse of children and young people and reduce the trauma it causes to children, families, and the community.

The Foundation has a strong reputation for the delivery of a range of effective and innovative trauma-informed therapeutic services for traumatised children and young people who present with complex needs stemming from histories of multiple forms of child abuse and family violence. Children and young people may be in the care of their parent/s, extended family or in foster or residential care. The Foundation has an extensive history in working in collaboration and partnership with carers, families, other organisations, schools, support networks and communities to achieve positive outcomes for children and young people across Australia. As a Registered Training Organisation, our education and training programs seek to build the capacity of professionals and the community to be sensitive and more responsive to the unique needs of children and young people who have experienced trauma. Our Safeguarding Children Program seeks to ensure that organisations are safe in their provision of services to children and young people. This work has been broadened to include businesses that may not directly work with children and young people, but which may impact upon their rights and safety through their products, services, and operations through our world first Child Safeguarding Business Coalition.

The Foundation currently employs more than 250 staff nationally of which 13 staff and one Board Director currently identify as Aboriginal and Torres Strait Islander peoples. Foundation staff are based in urban, rural and remote locations across Victoria, New South Wales, Tasmania, South Australia, Western Australia, the Northern Territory and the ACT.

The Foundation actively partners, both formally and informally, with many Aboriginal and Torres Strait Islander organisations across Australia to:

- support the delivery of culturally strong, trauma-informed services to children, young people, families and communities;
- build the capacity of Aboriginal and Torres Strait Islander community-controlled organisations; and,
- collaborate with communities and organisations in the development of creative and innovative approaches to meet the identified needs of their communities.



Our reconciliation journey

We understand how colonisation, oppression and racism has and continues to impact Aboriginal and Torres Strait Islander peoples and communities. We acknowledge the past and current practices of removal of children from Aboriginal and Torres Strait Islander families. We know the impacts of these past and current practices can be experienced in both community and individual trauma, impacting the health and well-being of Aboriginal and Torres Strait Islander peoples. We commit to working in partnership to support, empower and promote self-determination for Aboriginal and Torres Strait Islander peoples. We advocate for and endeavour to uphold the Aboriginal Child Placement Principle which seeks to ensure that all children and young people removed from the care of their parents remain within family where possible, or within a culturally appropriate placement where this is not possible.

In 2017 we acknowledged and reflected on two significant anniversaries in Australia's reconciliation journey – 50 years since the 1967 referendum, and 25 years since the historic Mabo decision. The Foundation's RAP is developed in recognition that whilst much has been achieved there is much yet to do.

The Australian Childhood Foundation RAP articulates our commitment to providing accountable, culturally strong, safe, and respectful services to Aboriginal and Torres Strait Islander children, families and communities. Our RAP will serve to further guide our efforts and help us evaluate ourselves against this commitment.



As an organisation we have endeavoured to strengthen our own ability to be culturally inclusive and safe.

**Steps we have taken so far include:**

The appointment of Cliff Weeks, a Yamatji man, as a Director on the Board endeavours to ensure that Aboriginal and Torres Strait Islander perspectives are considered at a governance level within the organisation.

All staff undergo initial online training regarding Aboriginal and Torres Strait Islander peoples.

Our Aboriginal and Torres Strait Islander staff are involved in the internal review and revision of our therapeutic model of practice.

The Foundation also has an expectation that all staff participate in local orientation that includes familiarising themselves with the First Nations Community, Cultures, histories and Cultural protocols of the region they live and work in.

We have established a First Nations Advisory Committee to the CEO and Deputy CEO to provide direct feedback about the services and practices of the Foundation on a regular basis.

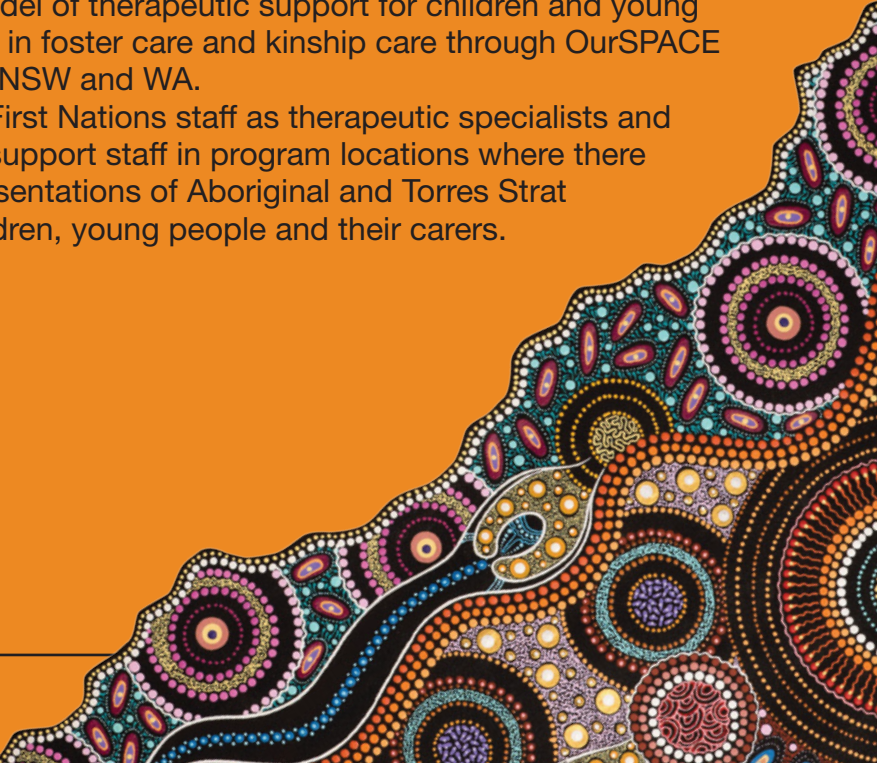
We ensure all Foundation offices display signage to acknowledge the Traditional Owners of the Land on which the offices are located.

The Foundation is privileged to be able to work alongside Aboriginal and Torres Strait Islander families, communities, and organisations, to share in their stories and celebrations, working together with a commitment to change and continually learn from each other.

Over the past 20 years, our work with Aboriginal and Torres Strait Islander families, communities and organisations has grown significantly. We have learnt much from deeply listening to things both said and unsaid. We, at times, have sat with the discomfort caused by not knowing or trying to develop greater understanding. As an organisation, we have achieved a lot but continue to have much more to learn and do differently. This is our journey.

Our national activity sees us working in many contexts with many communities and organisations representing many language groups across Australia. Here are some examples:

- We partner with the Gippsland and East Gippsland Aboriginal Co-operative in Victoria to deliver therapeutic out of home care services to the local community.
- We have partnered with the Boorndawan Willam Aboriginal Healing Service in Victoria to jointly deliver counselling and group programs to children and families impacted by abuse and family violence.
- We worked with a nationally representative group of Aboriginal and/or Torres Strait Islander people to adapt our ‘Bringing Up Great Kids’ parenting program for Aboriginal and Torres Strait Islander families. This program is now used by many Aboriginal and Torres Strait Islander organisations across Australia.
- Led by our Manager – Aboriginal and Torres Strait Islander Partnerships and Engagement in Western Australia we developed the Woon-yah Ngullah Goorlanggass (Caring for our kids) Therapeutic Kinship Care Support Program for Aboriginal kinship carers of children under statutory care in Perth.
- We work with the Ngaanyatjarra Pitjantjatjara Yankunytjatjara (NPY) Women’s Council in Alice Springs on a range of initiatives including:
  - Working with community leaders to develop a family violence prevention program;
  - Working with the Ngangkari Program to develop resources to support the community to understand more about the impact of trauma on children and young people; and,
  - Working with the Walytjapiti Program to support the integration of trauma-informed approaches into their support of families receiving Intensive Family Support Services.
- Under contract from the Northern Territory Government, we delivered the Vocational Graduate Certificate in Community Services Practice (Child Protection, Client Intervention and Case Management) to Aboriginal and Torres Strait Islander staff to give them the necessary qualifications to apply for professional practitioner roles within Territory Families.
- We partnered with the Victorian Aboriginal Health Service to develop and pilot a ‘Bringing Up Great Kids for Kinship Carers’ group program.
- We provide annual scholarships in each state and territory for Aboriginal and/or Torres Strait Islander people to access our Graduate Certificate in Developmental Trauma.
- We have developed and deliver a culturally strong trauma informed model of therapeutic support for children and young people living in foster care and kinship care through OurSPACE programs in NSW and WA.
- We employ First Nations staff as therapeutic specialists and community support staff in program locations where there is high representations of Aboriginal and Torres Strait Islander children, young people and their carers.







- We have developed and deliver a culturally strong trauma informed model of therapeutic assessment and case management for young people and their families involved with Youth Justice through Our Strong Ways Program in the NT.
- We have supported the evolution and implementation of a new Aboriginal Community Controlled Organisation in WA – Karla Kuliny – as a partnership with Dr Glenda Kickett and the Board. Karla Kuliny has recently been awarded a contract by the WA Government to provide foster care services for children and carers in and around Perth.
- We have worked in collaboration with Aboriginal Community Controlled Organisations in the Kimberley region of WA to deliver a culturally strong trauma informed approach to family support and kinship care support for families involved with the child protection system through our Children’s Spirit Program.
- Our Centre for Excellence in Therapeutic Care acknowledges cultural knowledge as an evidence base in its own right in supporting the practice changes for children and young people in the Intensive Therapeutic Care System in NSW.
- Our International Childhood Trauma Conference brings Aboriginal and Torres Strait Islander leaders and Indigenous leaders from other countries together to ensure that the experiences, needs and voices of Indigenous peoples are strongly represented at the conference.
- Our staff are active on a number of national and state-based groups including the Noongar Family Safety and Wellbeing Council and NAIDOC Perth Organising Committee.
- We sponsor the Carer of the Year Award at the NAIDOC Perth Awards and the Miss and Mr NAIDOC Perth – Empowerment and Leadership Program.
- We are a formal partner of SNAICC’s Family Matters campaign.
- We have partnered with the Aboriginal and Torres Strait Islander Healing Foundation and the Blue Knot Foundation to establish the National Centre for Action on Child Sexual Abuse.
- We are partnering with local Aboriginal community in the Bega Valley to implement our ChildSPACE Program that is a community led trauma based recovery initiative implemented after the impact of major bushfires.

### Sharing stories from our work

#### Partnering to support Aboriginal Dad’s in Melbourne during COVID-19

The Foundation worked in partnership with Boorndawan Willam Aboriginal Healing Service (BWAHS) to co-facilitate the Bringing Up Great Kids (BUGK) Parenting Program for a group of Aboriginal fathers in late 2020, many of whom had their relationships with their children disrupted due to family separations, re-locations, or incarceration. Although Melbourne’s prolonged second lockdown meant that groupwork could not occur in the usual manner, a decision was made to forge ahead and run the group online.

Together we created an online space where a small group of men were able to come each week to share their challenges, their hopes, fears, and successes as fathers. Although the opportunity to share a cuppa and to bring the group material to life with hands-on activity was greatly missed, the power of storytelling was clear in the group. Stories were shared about the ways in which we hold our children in our hearts and minds, even during times of separation and distance. We talked about the ways we can show children that we are doing this. We also spoke about how we seek to instil something of not just ourselves, but our ancestors, into our children’s hearts and minds, so that they can carry some of this wisdom with them through life’s challenges. In the final session one dad shared with pride that that he had spoken with his teenage son about this and that he now carried a photo of his dad and his grandfather together inside his shirt whenever he was facing new challenges so that he could “feel (their) bravery in his heart”.





Bush camps in Yuendumu,  
Northern Territory

Yuendumu is one of the larger Aboriginal communities in central Australia with a fluctuating population of about 1000 Warlpiri people. The Warlpiri are strong people, strong in culture, strong in language and strong in connection. They speak Warlpiri and live on their traditional land in the Tanami Desert. Yuendumu is known for its vibrancy, its community led initiatives, for its strong language and literacy programs, its art and for being the first to roll out many initiatives that are now run across the central desert. Despite these strengths there was also a lot of worry in the community for the children and young people. The Marlpa Jungu Jintangka (Early Childhood Reference Group) recognised that the children and families in community were being impacted by trauma. In the search for greater understanding, they attended training sessions and found the jargon and the lack of contextual information made it difficult to translate the knowledge into meaningful concepts for community. The women decided they wanted a deeper understanding; a shared understanding of what trauma means for Yuendumu families and how children and families need to be supported.

The women had heard of the work Blythe, our Manager in the NT, had been doing with NPY Women's Council in Alice Springs. Blythe was invited to come out to community to meet with them. They wanted to meet her and make sure it was a good fit for the community. Could she listen, be respectful, communicate right way? The women agreed that they did want to work with her and started inviting Blythe and our team on camps. We would go to remote locations that the women chose and camp for up to four days. At the beginning Blythe did a lot of the talking.



Photo taken by Northern Territory General Manager Blythe McAuley while hiking Tjoritja on Western Arrernte Country near Mparntwe (Alice Springs)



Talking in the shade or around the fire about western concepts of trauma and healing and what she had learnt from her time spent working with people in the heart of Australia. We talked about the concepts, the language used and thought deeply about what it meant for Warlpiri. Later the women did most of the talking. Making sense of the information, sharing stories and ideas on how to share this information with the community. The development of resources for the community began.

What occurred on these camps is an authentic experience of two-way learning that was based deeply in the safe relationship that was built between Blythe and the women. The women were entirely in control of the journey. Of where we met, for how long, what we talked about, what we ate. Even where Blythe's swag was placed. It was not just a sharing of information that occurred but also one of healing. Providing the space for the women to talk about their worries and feelings, spending time, connecting on Country together. This incredible journey the women allowed Blythe to share a deepened understanding of the worries of the community and the experience of trauma. But more importantly Blythe walked away with a greater appreciation, knowledge and felt sense of the incredible power and immense strength of connection to culture, Country, and community as a means of healing.

OurSPACE NSW - Making a difference in the lives  
of Aboriginal young people in kinship care

OurSPACE NSW is an outreach trauma treatment service supporting children in foster care or kinship care located anywhere in NSW. Our Aboriginal team of Therapeutic Specialists support foster and kinship carers to provide trauma sensitive and culturally responsive care of their children and young people. Zane proudly tells the story about how his life turned around.

Zane was struggling in a non-Aboriginal foster care placement, He felt unloved and unwanted and was having difficulty trusting people, particularly in his school and community. With our support Zane moved to live with his aunty and who was also caring for his brother whom he had not seen for years. He now attends school full time, plays Soccer and other sports, and has developed strong relationships with his Aunty and siblings. He says he finally feels grounded and wanted and is planning for his future. Half of the OurSPACE NSW team are Aboriginal Therapeutic Specialists, reflecting the caseload of the young people and carers supported by the program being Aboriginal and Torres Strait Islanders peoples.

*"I'm a proud Kamilaroi and Daruk boy and feel strong in my culture. OurSPACE helped me to turn my life around, go to school, play soccer, live with family, make new friends and feel like I'm grounded."* **Zane**





## NAIDOC Perth

The Foundation has supported NAIDOC Week activities in Perth by providing in-kind and sponsorship support to NAIDOC Perth Inc. as an organisation made up of Aboriginal people who are volunteers in the Perth community. Our organisation provides sponsorship for:

- the NAIDOC Perth Awards in the category of the Carer of the Year which acknowledges people in the community who are foster carers, family carers or disability carers
- the Miss and Mr NAIDOC Perth Empowerment and Leadership Program which is a six-week programme for Aboriginal and Torres Strait Islander young women and men to encourage them with their cultural, social, personal, and professional development culminating in the crowning of Miss and Mr NAIDOC Perth.

Photo credit: Kiya Studios



## International Childhood Trauma Conference

Our biennial International Childhood Trauma Conference brings Aboriginal and Torres Strait Islander Leaders and First Nations Leaders from other countries together to ensure that the experiences, needs and voices of Indigenous peoples are strongly represented at the conference. The First Nation's program within the conference has grown due to its popularity and is now co-designed with a group of First Nations leaders from across the country.

## Safe Connections – Responding to the needs of children who have engaged in harmful sexual behaviour in NT

Our NT Service has recently been expanded through funding from the Department of Health to support children under the age of 12 years of age who have engaged in harmful sexual behaviour as the Northern Territory's response to the Royal Commission into Institutional Responses to Child Sexual Abuse. The teams are based in Alice Springs and Darwin with outreach into Katherine and Tennant Creek. Whilst the service is for all children in the community, an Aboriginal and Torres Strait Islander Cultural Advisor is employed to ensure that service delivery to Aboriginal and Torres Strait Islander children is culturally safe and accessible.

## Our RAP


Our RAP journey is underpinned by a stance of *Cultural Humility*.

The Foundation recognises that cultural competency has been a long held ideal for organisations and practitioners in the social welfare services. However, definitions and approaches to cultural competency vary widely depending on worldview, discipline, and practice context. Within social welfare and beyond, cultural competency has been challenged for its failure to account for the structural forces that shape individuals' and communities' experiences and opportunities.

The Foundation commits to cultural humility. Cultural humility is best defined not as a discrete endpoint but as a commitment to lifelong learning, continuous self-reflection on one's own assumptions and practices (privilege is invisible to those who have it), comfort with 'not knowing', and recognition of the power/privilege imbalance that exists between service users and professionals.

The concept of cultural humility takes into account the fluidity of culture and challenges structural racism. Institutional and systemic racism is not only enacted through societal systems, structures and institutions in the form of "requirements, conditions, practices, policies or processes that maintain and reproduce avoidable and unfair inequalities but also in the failure by those in positions of power to redress such inequalities. The Foundation takes the position that to remain silent and fail to challenge these inequalities is to be complicit and so we commit to modeling and actively promoting non-racist standards of practice.





Cultural humility does not focus on competence or confidence and recognises that the more you are exposed to cultures different from your own, you often realise how much you do not know about others. That is where humility comes in. Cultural humility involves humbly acknowledging oneself as a learner when it comes to understanding another's experience. This is the attitude which we wish to encourage in all our staff and the way our organisation interacts with individuals and communities who use our services. Cultural humility builds mutual trust and respect and enables cultural safety.

Our RAP journey started in February 2017 with the formation of the original RAP Working Group (RWG) convened and chaired by the Deputy CEO.

Our RAP Working Group is auspiced by the National Executive Group within the Foundation and is made up of Senior Managers and staff from across the organisation.

In 2023, the Working group is co-chaired by the CEO and Stacey Dellow Wiradjuri and Wonnarua woman. The Working Group consists of representatives of senior leaders in the organisation as well as representatives of First Nations People in jurisdictions in which they are employed.

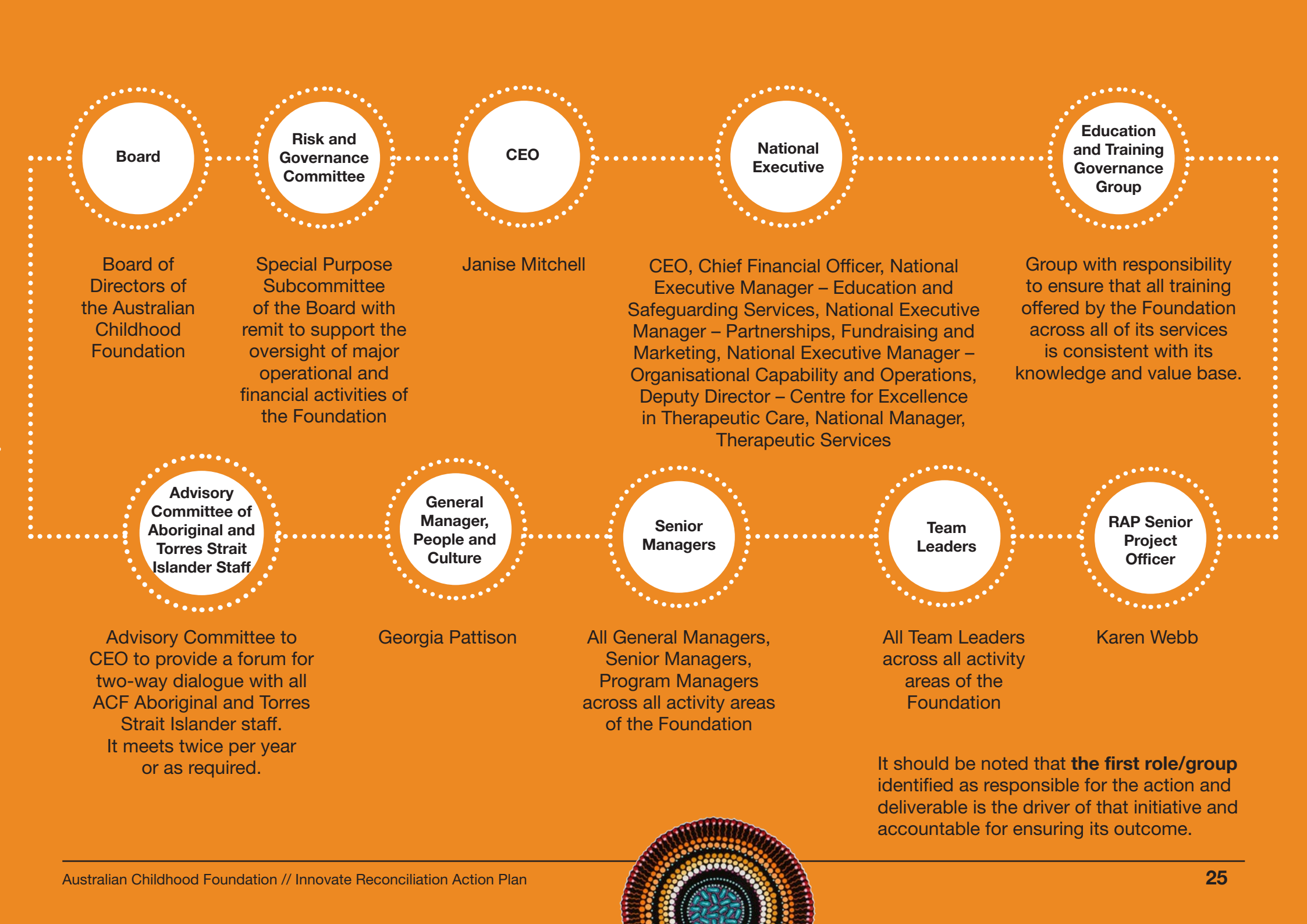
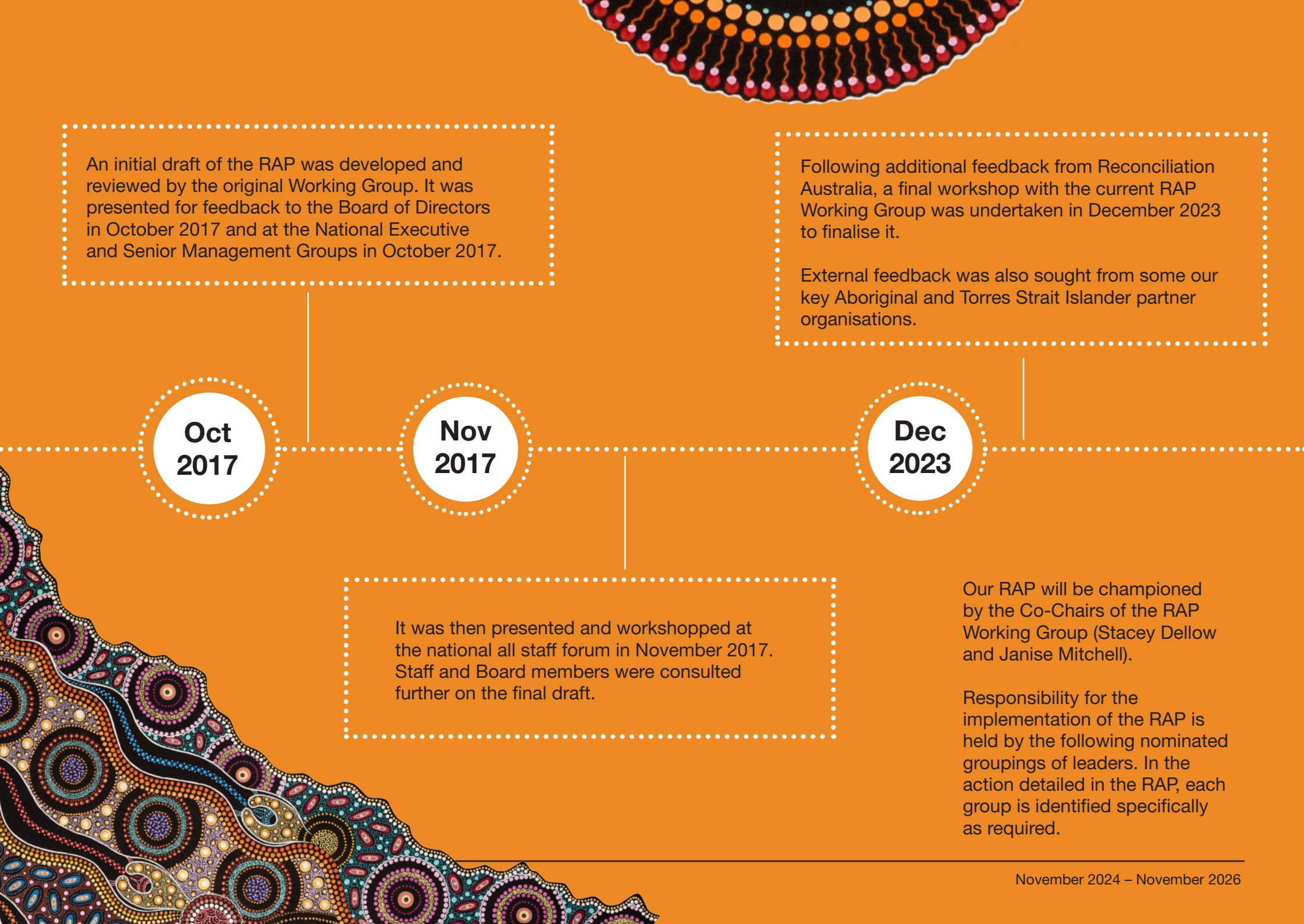
The RAP Working Group provides advice to the whole of the organisation. It is the steward of the RAP and delivers a level of governance across its initiatives, in particular reporting to the National Executive as a key source of information about progress and any issues which arise that may compromise its implementation. After the RAP is endorsed and is implemented, all areas of the organisation will be expected to report to the National Executive on a regular basis. The CEO will ensure that reporting on RAP outcomes considered by the National Executive are presented and reviewed by the RAP Working Group. Feedback and advice from the RAP Working Group will in turn be considered by the National Executive. The RAP forms part of the ongoing continuous improvement loops of the Quality Management System of the Foundation.

The current membership of the RAP Working Group consists of the following individuals.

**Stacey Dellow**  
**Janise Mitchell**  
**Frank Borg**  
**Bree Parsons**  
**Leo Wright**  
**Brodie Harris**  
**Craig McMillan**  
**Georgia Pattison**  
**Dayle Sumner**  
**Jen Mitchell**  
**Danielle Campbell**  
**Angel Gould**  
**Jenny Wing**  
**Blythe McAuley**  
**Shaun Chandran**  
**Estella Huppertz**  
**Hanif Jaberipour**

Co-Chair of the Working Group & Team Leader, OurSPACE NSW  
Co-Chair of the Working Group & CEO  
Executive Manager, Organisational Capability and Operations  
Therapeutic Specialist, OurSPACE NSW  
Therapeutic Specialist, OurSPACE NSW  
Therapeutic Specialist, OurSPACE NSW  
Executive Manager, Partnerships and Fundraising  
General Manager, People and Culture  
Therapeutic Specialist, Therapeutic Services NSW  
Therapeutic Specialist, Therapeutic Services NSW  
Therapeutic Specialist, Therapeutic Services NSW  
Therapeutic Specialist, Therapeutic Services NSW  
General Manager, Therapeutic Services VIC and TAS  
General Manager, Therapeutic Services, NT  
General Manager, Therapeutic Services, WA  
Cultural Advisor, Therapeutic Services  
Team Leader, Parenting and Early Years Program







Relationships



The Australian Childhood Foundation holds relationships as central to all its work - particularly the needs and well-being for children and young people as they experience connection to those who are important in their lives. We define relationships as including connection to place, family and community. Respectful relationships are the foundation through which we walk together in partnership with Aboriginal and Torres Strait Islander peoples and other organisations in the achievement of our collective vision.

**Focus area:** A relational and collaborative approach is fundamental to the way in which we deliver services and programs. Our commitment to delivering effective services and programs is underpinned by culturally safe and strong practice.

Action	Deliverable	Timeline for Completion	Timeline for Reporting	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"><li>Meet with local internal Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.</li></ul>	30 Nov 2024	Report to National Executive by 31 Dec 2024	RAP Co-Chair/ CEO
	<ul style="list-style-type: none"><li>Develop a coordinated engagement plan (with stocktake of current level of involvement) to work with Aboriginal and Torres Strait Islander stakeholders and organisations.</li></ul>	15 Jan 2025	Report to National Executive by 31 Jan 2025	RAP Co-Chair/ CEO

Action	Deliverable	Timeline for Completion	Timeline for Reporting	Responsibility
	<ul style="list-style-type: none"><li>Implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.</li></ul>	1 Mar 2025	Report to National Executive by 30 April 2025 30 April 2026	RAP Co-Chair/ CEO (Advisory Committee of Aboriginal and Torres Strait Islander Staff)
	<ul style="list-style-type: none"><li>Sustain and strengthen existing partnerships with Aboriginal and Torres Strait Islander organisations.</li></ul>	1 April 2025	Report to National Executive by 1 June 2025 1 June 2026	RAP Co-Chair/ CEO (Advisory Committee of Aboriginal and Torres Strait Islander Staff)
	<ul style="list-style-type: none"><li>Undertake annual reviews of our partnerships with Aboriginal and Torres Strait Islander organisations to ensure that the partnership is still meeting anticipated outcomes.</li></ul>	1 Mar 2025	Report to National Executive by 1 June 2025 1 June 2026	RAP Co-Chair/ CEO



Action	Deliverable	Timeline for Completion	Timeline for Reporting	Responsibility
	<ul style="list-style-type: none"> <li>Maintain and extend our involvement in local alliances and governance groups addressing a range of needs for Aboriginal and Torres Strait Islander children, families, and communities. Eg: Indigenous Family Violence Regional Action Group (Victoria).</li> </ul>	30 Nov 2026	Report to National Executive by 1 Mar 2025 1 Mar 2026	RAP Co-Chair/CEO (Advisory Committee of Aboriginal and Torres Strait Islander Staff)
	<ul style="list-style-type: none"> <li>Sustain and expand our connection with national Aboriginal and Torres Strait Islander leaders and international Indigenous leaders to support the development of new initiatives aimed to better meet the needs of children, families, and communities. Eg. Participation in the national Family Matters initiative auspiced by SNAICC.</li> </ul>	30 Nov 2026	Report to National Executive by 1 Mar 2025 1 Mar 2026	RAP Co-Chair/CEO (Advisory Committee of Aboriginal and Torres Strait Islander Staff)

Action	Deliverable	Timeline for Completion	Timeline for Reporting	Responsibility
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> <li>RAP Working Group members to develop a specific national approach to local participation in NRW events.</li> </ul>	1 Mar 2025 1 Mar 2026	N/A	RAP Co-Chair/Team Leader Advisory Committee of Aboriginal and Torres Strait Islander Staff
	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.</li> </ul>	30 April 2025 30 April 2026	N/A	RAP Senior Project Officer
	<ul style="list-style-type: none"> <li>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> </ul>	30 April 2025 30 April 2026	N/A	RAP Co-Chair/CEO



Action	Deliverable	Timeline for Completion	Timeline for Reporting	Responsibility
	<ul style="list-style-type: none"> <li>Organise at least one Australian Childhood Foundation national and local NRW event each year for all staff to participate in.</li> </ul>	30 April 2025 30 April 2026	N/A	RAP Co-Chair/ CEO
	<ul style="list-style-type: none"> <li>Register all our NRW events on Reconciliation Australia’s NRW website.</li> </ul>	30 April 2025 30 April 2026	N/A	RAP Co-Chair/ CEO
	<ul style="list-style-type: none"> <li>Participate, record and report on activities that occurred in NRW.</li> </ul>	27 May 2025 27 May 2026	Report to National Executive by 1 Oct 2025 31 Aug 2026	RAP Senior Project Officer
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> <li>Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.</li> </ul>	30 Nov 2024	N/A	RAP Co-Chair/ Team Leader

Action	Deliverable	Timeline for Completion	Timeline for Reporting	Responsibility
	<ul style="list-style-type: none"> <li>Include our RAP as part of our organisation-wide and local orientation and induction processes.</li> </ul>	30 Nov 2024	Report to National Executive by 1 Feb 2025 1 Feb 2026 30 Nov 2026	General Manager – People and Culture
	<ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation publicly through an internal launch event of the RAP.</li> </ul>	27 Nov 2024	N/A	National Executive Manager – Partnerships, Fundraising and Marketing
	<ul style="list-style-type: none"> <li>Highlight our RAP on our website and in our annual report.</li> </ul>	27 Nov 2024	N/A	National Executive Manager – Partnerships, Fundraising and Marketing
	<ul style="list-style-type: none"> <li>Integrate our RAP into our internal and external oriented training.</li> </ul>	1 Feb 2025	Report to National Executive by 1 April 2025 1 April 2026 30 Nov 2026	General Manager – People and Culture, National Executive Manager – Education and Safeguarding Services, Deputy Director – Centre for Excellence in Therapeutic Care



Action	Deliverable	Timeline for Completion	Timeline for Reporting	Responsibility
	<ul style="list-style-type: none"> <li>Develop a social media and external communications plan and approach for organisation as a whole.</li> </ul>	30 Nov 2024	Report to National Executive by 1 Feb 2025 1 Feb 2026 30 Nov 2026	National Executive Manager – Partnerships, Fundraising and Marketing
	<ul style="list-style-type: none"> <li>Internal and External Communications Plan developed.</li> </ul>	1 Nov 2024	Report to National Executive by 15 Nov 2024	National Executive Manager – Partnerships, Fundraising and Marketing
	<ul style="list-style-type: none"> <li>Communicate our activity and outcomes through our internal and external social media platforms.</li> </ul>	At least quarterly commencing Dec 2024 – Nov 2026	Report to National Executive by 1 Feb 2025 30 Nov 2026	National Executive Manager – Partnerships, Fundraising and Marketing
	<ul style="list-style-type: none"> <li>Promote our RAP with potential philanthropic and corporate sponsors, partners, and ambassadors.</li> </ul>	Ongoing through website, philanthropic grant applications as they arise and corporate partnerships as they develop	Report to National Executive by 1 Feb 2025 1 Feb 2026 30 Nov 2026	National Executive Manager – Partnerships, Fundraising and Marketing

Action	Deliverable	Timeline for Completion	Timeline for Reporting	Responsibility
	<ul style="list-style-type: none"> <li>Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.</li> </ul>	30 Nov 2024 - 30 Nov 2026	Report to National Executive by 1 Feb 2025 1 Feb 2026 30 Nov 2026	RAP Co-Chair/ CEO (Committee of Aboriginal and Torres Strait Islander Staff)
	<ul style="list-style-type: none"> <li>Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.</li> </ul>	30 Nov 2024 - 30 Nov 2026	Report to National Executive by 1 Feb 2025 1 Feb 2026 30 Nov 2026	RAP Co-Chair/ CEO
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> <li>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> </ul>	1 March 2025	Report to National Executive by 1 April 2025 1 April 2026	General Manager – People and Culture
	<ul style="list-style-type: none"> <li>Develop, implement, and communicate an anti-discrimination policy for our organisation.</li> </ul>	28 Feb 2025	Report to National Executive by 30 April 2025 30 April 2026	General Manager – People and Culture



Action	Deliverable	Timeline for Completion	Timeline for Reporting	Responsibility
	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy and undertake an annual review of the policy.</li> </ul>	31 Jan 2025 31 Jan 2026	Report to National Executive by 31 Mar 2025 31 Mar 2026	General Manager – People and Culture (Advisory Committee of Aboriginal and Torres Strait Islander Staff)
	<ul style="list-style-type: none"> <li>Educate senior leaders on the effects of racism at least annually.</li> </ul>	31 Jan 2025 31 Jan 2026	Report to National Executive by 31 Mar 2025 31 Mar 2026	General Manager – People and Culture
5. Speak out and add our voices with those advocating for greater self-determination and improved life opportunities for Aboriginal and Torres Strait Islander children, families and communities	<ul style="list-style-type: none"> <li>Develop and implement an advocacy strategy that fosters self-determination through: <ul style="list-style-type: none"> <li>adherence to the Aboriginal Child Placement Principle</li> <li>support for the intent of the Uluru Statement from the Heart, including Makarrata</li> <li>Annual review of the strategy</li> </ul> </li> </ul>	31 Jan 2025 31 Jan 2026	Report to National Executive by 31 Mar 2025 31 Mar 2026	RAP Co-Chair/ Team Leader (Advisory Committee of Aboriginal and Torres Strait Islander Staff)

Action	Deliverable	Timeline for Completion	Timeline for Reporting	Responsibility
	<ul style="list-style-type: none"> <li>Support advocacy initiatives nationally and locally, including continued involvement in the Family Matters initiative.</li> </ul>	At least quarterly commencing 1 Jan 2025	Report to National Executive by 31 Mar 2025 31 Mar 2026	RAP Co-Chair/ CEO
	<ul style="list-style-type: none"> <li>Use our blog and social media platforms to highlight the voices of Aboriginal and Torres Strait Islander leaders on key issues, including a Calendar of endorsed significant events for Aboriginal and Torres Strait Islander peoples.</li> </ul>	At least quarterly commencing 1 Jan 2025	Report to National Executive by 31 Mar 2025 31 Mar 2026	National Executive Manager – Partnerships, Fundraising and Marketing
	<ul style="list-style-type: none"> <li>Amplify the voices of Aboriginal and Torres Strait Islander peoples at our biennial International Trauma Conference and other possible events and conferences.</li> </ul>	17-22 Aug 2025	Report to National Executive by 31 Jan 2026	RAP Co-Chair/ CEO



Respect



We respect and believe in the importance of cultures for Aboriginal and Torres Strait Islander children, families and communities for strong identity and connections. Through allowing the time for careful listening and deepening our understanding of their enduring cultures, we will privilege and embed cultural ways of knowing, being and belonging in our work. We commit to developing respectful processes of learning, reflection and relationship building across the Australian Childhood Foundation.

**Focus area:** Respect is inherent in the organisational values and is reflected through our commitment to continuous improvement, community engagement and rigorous service models that are culturally safe and strong.

Action	Deliverable	Timeline for Completion	Timeline for Reporting	Responsibility
6. 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"><li>Identify cultural learning requirements to be included in capability framework of the organisation.</li></ul>	30 June 2025 30 June 2026	Report to National Executive by 31 July 2025 31 July 2026	General Manager – People and Culture
	<ul style="list-style-type: none"><li>Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.</li></ul>	28 Feb 2025 28 Feb 2026	Report to National Executive by 30 April 2025 30 April 2026	General Manager – People and Culture

Action	Deliverable	Timeline for Completion	Timeline for Reporting	Responsibility
	<ul style="list-style-type: none"><li>Develop and implement a local cultural induction and orientation program for managers and staff with the aim of building deeper understanding and awareness of the local Aboriginal culture in the areas within which we deliver services including visits to places of cultural significance, meetings with local Elders, and staff engagement in NAIDOC Week activities.</li></ul>	28 Feb 2025 28 Feb 2026	Report to National Executive by 30 April 2025 30 April 2026	General Manager – People and Culture
	<ul style="list-style-type: none"><li>Develop, implement, and communicate a cultural humility learning strategy document for our staff which defines cultural learning needs of employees in all areas of our business and considers various ways that cultural learning can be provided (online, face to face workshops or cultural immersion).</li></ul>	28 Feb 2025 28 Feb 2026	Report to National Executive by 30 April 2025 30 April 2026	General Manager – People and Culture



Action	Deliverable	Timeline for Completion	Timeline for Reporting	Responsibility
	<ul style="list-style-type: none"> <li>Encourage 100% of staff and managers to undertake training and learning relevant to role.</li> </ul>	31 May 2025 31 May 2026	Report to National Executive by 30 June 2025 30 June 2026	General Manager – People and Culture
	<ul style="list-style-type: none"> <li>Provide opportunities for RAP Working Group members and other key leadership staff to participate in formal and structured cultural learning to promote their leadership approach relevant to supporting Aboriginal and Torres Strait Islander peoples.</li> </ul>	31 Jan 2025 31 Jan 2026	Report to National Executive by 31 Mar 2025 31 Mar 2026	General Manager – People and Culture
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> <li>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols within an approach endorsed by the Foundation.</li> </ul>	30 Nov 2024 30 Nov 2025	Report to National Executive by 1 Feb 2025 1 Feb 2026 30 Nov 2026	RAP Co-Chair/ CEO

Action	Deliverable	Timeline for Completion	Timeline for Reporting	Responsibility
	<ul style="list-style-type: none"> <li>Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country within an approach endorsed by the Foundation.</li> </ul>	31 Dec 2024 31 Dec 2025	Report to National Executive by 1 Feb 2025 30 Nov 2026	RAP Co-Chair/ CEO
	<ul style="list-style-type: none"> <li>Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year within an approach endorsed by the Foundation.</li> </ul>	30 Nov 2024 30 Nov 2025	Report to National Executive by 1 Feb 2025 1 Feb 2026 30 Nov 2026	RAP Co-Chair/ CEO
	<ul style="list-style-type: none"> <li>Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings within an approach endorsed by the Foundation.</li> </ul>	30 Nov 2024 30 Nov 2025	Report to National Executive by 1 Feb 2025 1 Feb 2026 30 Nov 2026	RAP Co-Chair/ CEO



Action	Deliverable	Timeline for Completion	Timeline for Reporting	Responsibility
	<ul style="list-style-type: none"> <li>Undertake an audit to ensure that all offices display an Acknowledgment of Country plaque.</li> </ul>	31 Dec 2024	Report to National Executive by 1 Feb 2025 1 Feb 2026 30 Nov 2026	National Executive Manager – Organisational Capability and Operations
	<ul style="list-style-type: none"> <li>Include an Acknowledgment of Country on all public documents and website.</li> </ul>	30 Nov 2024	Report to National Executive by 15 Dec 2024 15 Dec 2025 30 Nov 2026	National Executive Manager – Organisational Capability and Operations
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> <li>RAP Working Group members to develop a specific national approach to local participation in NAIDOC Week events.</li> </ul>	31 Mar 2025 31 Mar 2026	Report to National Executive by 1 June 2025 1 June 2026	RAP Co-Chairs

Action	Deliverable	Timeline for Completion	Timeline for Reporting	Responsibility
	<ul style="list-style-type: none"> <li>Circulate NAIDOC Week Resources and reconciliation materials to our staff.</li> </ul>	30 April 2025 30 April 2026	Report to National Executive by 1 Aug 2025 1 Aug 2026	RAP Senior Project Officer
	<ul style="list-style-type: none"> <li>Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.</li> </ul>	15 Mar 2025 15 Mar 2026	Report to National Executive by 1 June 2025 1 June 2026	General Manager, People and Culture
	<ul style="list-style-type: none"> <li>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NAIDOC Week.</li> </ul>	14 Jul 2025 14 Jul 2026	Report to National Executive by 1 Oct 2025 1 Aug 2026	RAP Co-Chair/ CEO
	<ul style="list-style-type: none"> <li>Organise at least one Australian Childhood Foundation national NAIDOC Week event each year for all staff to participate in.</li> </ul>	14 Jul 2025 14 Jul 2026	Report to National Executive by 1 Oct 2025 1 Oct 2026	RAP Co-Chair/ Team Leader



Action	Deliverable	Timeline for Completion	Timeline for Reporting	Responsibility
	<ul style="list-style-type: none"> <li>Continue to support and sponsor NAIDOC Perth.</li> </ul>	14 Jul 2025 14 Jul 2026	Report to National Executive by 1 Oct 2025 1 Oct 2026	General Manager, Therapeutic Services, WA
	<ul style="list-style-type: none"> <li>Participate, record and report on ACF activities that occurred in NAIDOC.</li> </ul>	14 Jul 2025 14 Jul 2026	Report to National Executive by 1 Oct 2025 1 Oct 2026	RAP Senior Project Officer
9. Celebrate Aboriginal and Torres Strait Islander Children’s Day	<ul style="list-style-type: none"> <li>RAP Working Group members to develop a specific national approach to local participation in Aboriginal and Torres Strait Islander Children’s Day event.</li> </ul>	31 March 2025 31 March 2026	Report to National Executive by 30 June 2025 30 June 2026	RAP Co-Chair/ Team Leader
	<ul style="list-style-type: none"> <li>Circulate in Aboriginal and Torres Strait Islander Children’s Day event Resources and reconciliation materials to our staff.</li> </ul>	30 June 2025 30 June 2026	Report to National Executive by 1 Oct 2025 30 Nov 2026	RAP Senior Project Officer

Action	Deliverable	Timeline for Completion	Timeline for Reporting	Responsibility
	<ul style="list-style-type: none"> <li>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate in Aboriginal and Torres Strait Islander Children’s Day event.</li> </ul>	4 Aug 2025 4 Aug 2026	Report to National Executive by 1 Oct 2025 30 Nov 2026	RAP Co-Chair/ CEO
	<ul style="list-style-type: none"> <li>Organise at least one ACF national in Aboriginal and Torres Strait Islander Children’s Day event each year for all staff to participate in.</li> </ul>	4 Aug 2025 4 Aug 2026	Report to National Executive by 1 Oct 2025 30 Nov 2026	National Executive Manager – Partnerships, Fundraising and Marketing
	<ul style="list-style-type: none"> <li>Support Aboriginal and Torres Strait Islander partner agency events across Australia, providing in-kind and financial support as required.</li> </ul>	4 Aug 2025 4 Aug 2026	Report to National Executive by 1 Oct 2025 30 Nov 2026	RAP Co-Chair/ CEO



Action	Deliverable	Timeline for Completion	Timeline for Reporting	Responsibility
	<ul style="list-style-type: none"> <li>Participate, record and report on ACF activities that occurred in NAIDOC.</li> </ul>	4 Aug 2025 4 Aug 2026	Report to National Executive by 1 Oct 2025 30 Nov 2026	RAP Senior Project Officer
10. Ensure the cultural humility of our practice frameworks and work with children, young people and families	<ul style="list-style-type: none"> <li>Develop and implement a culturally appropriate supervision framework – applicable for all staff who work with Aboriginal and Torres Strait Islander clients as well as supervision of Aboriginal and Torres Strait Islander staff.</li> </ul>	31 Jan 2025	Report to National Executive by 1 April 2025	RAP Co-Chair/ CEO
	<ul style="list-style-type: none"> <li>Undertake cultural audits within our Therapeutic Services Programs to evaluate the cultural strength of our work with children and families.</li> </ul>	31 June 2025 31 June 2026	Report to National Executive by 31 July 2025 31 July 2026	Senior Manager, Therapeutic Services, NT

Action	Deliverable	Timeline for Completion	Timeline for Reporting	Responsibility
	<ul style="list-style-type: none"> <li>Seek feedback through surveys and yarning circles from Aboriginal and Torres Strait Islander children and families about their experience of Foundation services and programs.</li> </ul>	31 March 2025 31 March 2026	Report to National Executive by 31 July 2025 31 July 2026	National Executive Manager, Partnerships, Fundraising and Marketing
	<ul style="list-style-type: none"> <li>Ensure any standardised tool used in practice is culturally safe using appropriate cultural advice into our quality assurance processes regarding therapeutic practice.</li> </ul>	31 March 2025 31 March 2026	Report to National Executive by 31 July 2025 31 July 2026	CO-Chair/Team Leader
	<ul style="list-style-type: none"> <li>Develop and implement an internal communication strategy to profile our work with Aboriginal and Torres Strait Islander families and communities to build ongoing awareness and understanding in staff.</li> </ul>	31 March 2025 31 March 2026	Report to National Executive by 31 July 2025 31 July 2026	National Executive Manager, Partnerships, Fundraising and Marketing



Action	Deliverable	Timeline for Completion	Timeline for Reporting	Responsibility
11. Ensure the cultural humility of our professional education and training programs	<ul style="list-style-type: none"> <li>Establish ongoing process for review of all training materials developed across the Australian Childhood Foundation with regards to cultural humility.</li> </ul>	31 Jan 2025	Report to National Executive by 1 March 2025 1 March 2026	General Manager, People and Culture
	<ul style="list-style-type: none"> <li>Seek guidance from Aboriginal and Torres Strait Islander peoples and organisations local to where training will be delivered to ensure that all training programs are culturally safe and respect Aboriginal and Torres Strait Islander peoples preferred ways of learning.</li> </ul>	31 Jan 2025	Report to National Executive by 1 March 2025 1 March 2026	General Manager, People and Culture
12. Improve levels of cultural safety in our offices for Aboriginal and Torres Strait Islander service users, visitors and staff	<ul style="list-style-type: none"> <li>Undertake an audit of all Aboriginal and Torres Strait Islander artwork across all offices.</li> </ul>	31 Dec 2024	Report to National Executive by 1 Feb 2025 30 Nov 2026	National Executive Manager, Organisational Capability and Operations

Action	Deliverable	Timeline for Completion	Timeline for Reporting	Responsibility
	<ul style="list-style-type: none"> <li>Implement a strategy to ensure our office environments are experienced as culturally safe spaces where Aboriginal and Torres Strait Islander children, families, sector colleagues and staff feel valued, respected, supported and heard</li> </ul>	31 Jan 2025	Report to National Executive by 1 March 2025 30 Nov 2026	National Executive Manager, Organisational Capability and Operations
	<ul style="list-style-type: none"> <li>Undertake an audit of all Aboriginal and Torres Strait Islander flags and other cultural symbols across all offices.</li> </ul>	31 Dec 2024	Report to National Executive by 1 Feb 2025 30 Nov 2026	National Executive Manager, Organisational Capability and Operations
	<ul style="list-style-type: none"> <li>Ensure the display of Aboriginal and Torres Strait Islander flags and other cultural symbols in reception areas/offices.</li> </ul>	31 Jan 2025	Report to National Executive by 1 March 2025 30 Nov 2026	National Executive Manager, Organisational Capability and Operations



Opportunities



We recognise that services and programs designed to support Aboriginal and Torres Strait Islander communities are best provided by Aboriginal and Torres Strait Islander staff and volunteers. We commit to the employment of Aboriginal and Torres Strait Islander staff and work together with other organisations to build the capacity of Aboriginal and Torres Strait Islander staff in the sectors within which the Australian Childhood Foundation works. We are equally committed to provide professional development opportunities and support to all those with whom we work.

**Focus area:** The Foundation is committed to building the capacity of all staff through a strong learning culture and continuous improvement.

Action	Deliverable	Timeline for Completion	Timeline for Reporting	Responsibility
13. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development	<ul style="list-style-type: none"><li>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</li></ul>	30 Nov 2024	Report to National Executive by 1 Feb 2025 30 Nov 2026	General Manager, People and Culture
	<ul style="list-style-type: none"><li>Increase Aboriginal and Torres Strait Islander employment to 5% of the total staff group by Dec 24 and 8% by Dec 25.</li></ul>	31 Dec 2024 31 Dec 2025	Report to National Executive by 31 Mar 2025 31 Mar 2026	General Manager, People and Culture

Action	Deliverable	Timeline for Completion	Timeline for Reporting	Responsibility
	<ul style="list-style-type: none"><li>Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy.</li></ul>	31 Jan 2025	Report to National Executive by 1 March 2025 30 Nov 2026	General Manager, People and Culture
	<ul style="list-style-type: none"><li>Seek specific feedback from Aboriginal and Torres Strait Islander staff as part of the annual staff survey.</li></ul>	31 Jan 2025	Report to National Executive by 31 Mar 2025 31 Mar 2026	General Manager, People and Culture
	<ul style="list-style-type: none"><li>Establish an Aboriginal and Torres Strait Islander staff network to provide peer support and mentoring opportunities with clear terms of reference and regular meeting schedule.</li></ul>	31 Jan 2025	Report to National Executive by 31 Mar 2025 31 Mar 2026	RAP Co-Chair/ Team Leader
	<ul style="list-style-type: none"><li>Ensure recruitment processes encourage Aboriginal and Torres Strait Islander applicants to apply and advertise in relevant media and through local networks.</li></ul>	30 Nov 2024	Report to National Executive by 1 Feb 2025 30 Nov 2026	General Manager, People and Culture



Action	Deliverable	Timeline for Completion	Timeline for Reporting	Responsibility
	<ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.</li> </ul>	28 Feb 2025	Report to National Executive by 1 April 2025 30 Nov 2026	General Manager, People and Culture
	<ul style="list-style-type: none"> <li>Support the attendance of Aboriginal and Torres Strait Islander staff at key Indigenous conferences and other relevant learning opportunities, Eg. SNAICC conference.</li> </ul>	30 Nov 2025	Report to National Executive by 31 Mar 2025 31 Mar 2026	General Manager, People and Culture
	<ul style="list-style-type: none"> <li>Embed focus on retention into culturally appropriate supervision policy.</li> </ul>	31 March 2025	Report to National Executive by 30 June 2025 30 June 2026	General Manager, People and Culture
	<ul style="list-style-type: none"> <li>Establish partnerships with universities to enable student placements for Aboriginal and Torres Strait Islander students.</li> </ul>	31 Jan 2025	Report to National Executive by 31 Mar 2025 31 Mar 2026	RAP Co-Chair/ CEO

Action	Deliverable	Timeline for Completion	Timeline for Reporting	Responsibility
	<ul style="list-style-type: none"> <li>Utilise Career Trackers Indigenous intern program.</li> </ul>	31 Jan 2025	Report to National Executive by 1 March 2025 30 Nov 2026	General Manager, People and Culture
	<ul style="list-style-type: none"> <li>Identify Aboriginal and Torres Strait Islander traineeship programs in which the Foundation could participate.</li> </ul>	31 Jan 2025	Report to National Executive by 31 Mar 2025 31 Mar 2026	General Manager, People and Culture
	<ul style="list-style-type: none"> <li>Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.</li> </ul>	31 Jan 2025	Report to National Executive by 1 March 2025 31 March 2026	General Manager, People and Culture
	<ul style="list-style-type: none"> <li>Evaluate the existing Employee Assistance Program for its cultural competence.</li> </ul>	31 Jan 2025	Report to National Executive by 31 March 2025 31 March 2026	General Manager, People and Culture




Action	Deliverable	Timeline for Completion	Timeline for Reporting	Responsibility
	<ul style="list-style-type: none"> <li>Train all managers/supervisors in culturally safe recruitment practices.</li> </ul>	31 March 2025	Report to National Executive by 30 June 2025 30 June 2026	General Manager, People and Culture
14. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.</li> </ul>	31 Jan 2025	Report to National Executive by 31 March 2025 31 March 2026	National Executive Manager, Organisational Capability and Operations
	<ul style="list-style-type: none"> <li>Sustain Supply Nation membership.</li> </ul>	31 Jan 2025	Report to National Executive by 31 March 2025 31 March 2026	National Executive Manager, Organisational Capability and Operations
	<ul style="list-style-type: none"> <li>Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.</li> </ul>	31 Jan 2025	Report to National Executive by 31 March 2025 31 March 2026	National Executive Manager, Organisational Capability and Operations

Action	Deliverable	Timeline for Completion	Timeline for Reporting	Responsibility
	<ul style="list-style-type: none"> <li>Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.</li> </ul>	30 Nov 2025	Report to National Executive by 31 March 2025 31 March 2026	National Executive Manager, Organisational Capability and Operations
	<ul style="list-style-type: none"> <li>Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.</li> </ul>	31 Jan 2025	Report to National Executive by 30 June 2025 30 June 2026	National Executive Manager, Organisational Capability and Operations
15. Engage with Aboriginal and Torres Strait Islander staff both within the Foundation and in related sectors to strengthen capacity for an Aboriginal-led workforce in these sectors.	<ul style="list-style-type: none"> <li>Maintain and expand scholarship program for Aboriginal and Torres Strait Islander workers to complete vocational qualifications offered through the Australian Childhood Foundation.</li> </ul>	31 March 2025	Report to National Executive by 31 Mar 2025 31 Mar 2026	General Manager, People and Culture
	<ul style="list-style-type: none"> <li>Facilitate knowledge building through conference presentations and article writing in partnership with our Aboriginal and Torres Strait Islander partner organisations.</li> </ul>	31 Jan 2025	Report to National Executive by 31 Mar 2025 31 Mar 2026	RAP Co-Chair/ CEO



Action	Deliverable	Timeline for Completion	Timeline for Reporting	Responsibility
	<ul style="list-style-type: none"> <li>Establish two new two-way partnerships to build capacity in Aboriginal and Torres Strait Islander organisations and/or communities in relation to using trauma-informed approaches to service delivery to children, families, and communities.</li> </ul>	31 March 2025	Report to National Executive by 30 June 2025 30 June 2026	RAP Co-Chair/ CEO
16. Contribute to the building and use of a local knowledge base that will meaningfully improve the lives of Aboriginal and Torres Strait Islander children, families and communities.	<ul style="list-style-type: none"> <li>Investigate joint research opportunities with Aboriginal and Torres Strait Islander researchers to improve understanding about how to best address the trauma impacts on children, families, and communities.</li> </ul>	31 Jan 2025	Report to National Executive by 31 Mar 2025 31 Mar 2026	RAP Co-Chair/ CEO
	<ul style="list-style-type: none"> <li>Establish and implement process to review the cultural safety of all research and evaluation protocols developed by the Australian Childhood Foundation, including the implementation of data sovereignty principles.</li> </ul>	31 Jan 2025	Report to National Executive by 31 Mar 2025 31 Mar 2026	RAP Co-Chair/ CEO

Action	Deliverable	Timeline for Completion	Timeline for Reporting	Responsibility
	<ul style="list-style-type: none"> <li>Support the dissemination of research outcomes through our publications, social media, professional education programs and international conference.</li> </ul>	31 Jan 2025	Report to National Executive by 31 Mar 2025 31 Mar 2026	National Executive Manager, Partnerships, Fundraising and Marketing
Governance				
	<ul style="list-style-type: none"> <li>Maintain equal Aboriginal and Torres Strait Islander representation and participation on the RAP Working Group.</li> </ul>	30 Nov 2024	Report to National Executive by 31 Dec 2024 31 Dec 2025 30 Nov 2026	RAP Co-Chairs
17. Establish and maintain an effective RAP Working Group to drive governance of the RAP.	<ul style="list-style-type: none"> <li>Maintain Aboriginal and Torres Strait Islander representation on the Board of Directors.</li> </ul>	30 Nov 2024	N/A	RAP Co-Chair/ CEO
	<ul style="list-style-type: none"> <li>Review and confirm Terms of Reference for the RAP Working Group.</li> </ul>	30 Nov 2024	N/A	RAP Co-Chair/ CEO



Action	Deliverable	Timeline for Completion	Timeline for Reporting	Responsibility
	<ul style="list-style-type: none"> <li>Meet at least four times per year to drive and monitor RAP implementation.</li> </ul>	30 Nov 2024	Report to National Executive by 31 Dec 2024 31 Dec 2025 30 Nov 2026	RAP Co-Chairs
18. Work with the Advisory Committee of Aboriginal and Torres Strait Islander staff to inform our reconciliation commitments	<ul style="list-style-type: none"> <li>The Foundation’s First Nations Advisory Group members meet with the CEO and two times per year or as required.</li> </ul>	30 Nov 2024 30 April 2025 30 Nov 2025 30 April 2026	Report to National Executive by 31 Dec 2024 31 Dec 2025 30 Nov 2026	RAP Co-Chair/ CEO
	<ul style="list-style-type: none"> <li>Co-develop Terms of Reference for the Advisory Committee.</li> </ul>	30 Nov 2024	N/A	RAP Co-Chair/ CEO
19. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> <li>Define resource needs for RAP implementation.</li> </ul>	30 Nov 2024	Report to National Executive by 31 Jan 2025 31 Jan 2026	RAP Co-Chairs

Action	Deliverable	Timeline for Completion	Timeline for Reporting	Responsibility
	<ul style="list-style-type: none"> <li>Engage our senior leaders and other staff in the delivery of RAP commitments.</li> </ul>	30 Nov 2024	Report to National Executive by 31 Dec 2024 31 Dec 2025 30 Nov 2026	RAP Co-Chairs
	<ul style="list-style-type: none"> <li>Define and maintain appropriate systems to track, measure and report on RAP commitments.</li> </ul>	31 Jan 2025	Report to National Executive by 31 Mar 2025 31 Mar 2026	RAP Co-Chairs
	<ul style="list-style-type: none"> <li>Maintain an internal RAP Champion from senior management.</li> </ul>	30 Nov 2024	N/A	RAP Co-Chairs
20. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> <li>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.</li> </ul>	30 Nov 2025 30 Nov 2026	N/A	RAP Senior Project Officer



Action	Deliverable	Timeline for Completion	Timeline for Reporting	Responsibility
	<ul style="list-style-type: none"> <li>Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey</li> </ul>	1 Aug 2025 1 Aug 2026	N/A	RAP Senior Project Officer
	<ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Survey to Reconciliation Australia.</li> </ul>	30 Sept 2025 30 Sept 2026	Report to National Executive by 31 Jan 2025 31 Jan 2026 30 Nov 2026	RAP Senior Project Officer
	<ul style="list-style-type: none"> <li>Report RAP progress to all staff and senior leaders quarterly.</li> </ul>	30 Nov 2024 31 Feb 2025 31 May 2025 31 Aug 2025 30 Nov 2025 28 Feb 2026 31 May 2026 31 Aug 2026 30 Nov 2026	N/A	RAP Co-Chair/ CEO
	<ul style="list-style-type: none"> <li>RAP Working Group to develop and distribute a quarterly staff newsletter to all staff and incorporate into key stakeholder communications on a quarterly rotation and through social media channels.</li> </ul>	31 Dec 2024	N/A	RAP Senior Project Officer

Action	Deliverable	Timeline for Completion	Timeline for Reporting	Responsibility
	<ul style="list-style-type: none"> <li>Report annually on progress against the RAP deliverables to the Board of Directors.</li> </ul>	31 Jan 2025 31 Jan 2026	N/A	RAP Co-Chair/ CEO
	<ul style="list-style-type: none"> <li>Publicly report our RAP achievements, challenges and learnings, annually.</li> </ul>	28 Feb 2025 28 Feb 2026	N/A	RAP Co-Chair/ CEO
	<ul style="list-style-type: none"> <li>Participate in Reconciliation Australia’s biennial Workplace RAP Barometer.</li> </ul>	May 2026	N/A	RAP Senior Project Officer
	<ul style="list-style-type: none"> <li>Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.</li> </ul>	31 May 2026	N/A	RAP Senior Project Officer
21. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> <li>Register via Reconciliation Australia’s website to begin developing our next RAP.</li> </ul>	31 July 2026	N/A	RAP Senior Project Officer









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